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FINANCIAL SUMMARY

GENERAL BUSINESS

Double delay after blast

Two people were still critical after the bomb blast at the Ideal Home Exhibition Olympia, London, on Saturday afternoon, in which 85 people were injured.

Seven of the victims were in hospital, and at least eight were in hospital, and two have been taken to hospital.

Two West London hospitals are dealing with the casualties, Stephen's, Fulham, and the Hammersmith, a breakdown in their major accident procedures delayed response to the incident by ten minutes.

Just 15,000 people were at Olympia when the bomb exploded without warning. Mr. J. Conroy, managing director of the exhibition, said the order to evacuate the building was given for 12 minutes because it seemed it was just a false alarm. It took ten minutes for the crowd to clear.

City checks

Visitors to the Daily Mail exhibition, which continues until the end of this week, are now to be checked. Commander R. Johnson, head of Scotland's Anti-Terrorist Squad, said to landlords of London flats and houses who might have tenants about tenants to police immediately.

He said the bomb planted waste bin was of similar design to those used in attacks on the London Underground. The Provisional IRA and the Irish Volunteer Force, a breakaway group, contacted the Press to stake rival claims for the attack.

Mr. Robin Corbett, Labour MP for Hemel Hempstead, is to lead the Home Secretary to probe an allegation that a Provisional IRA agent infiltrated Scotland Yard's Special Branch and leaked anti-terrorist plans.

Devolution 'may need referendum'

English Labour MPs may demand a referendum in England, Scotland and Wales as they move for co-operating in legislation to create an elected Scottish Assembly. Mr. Eric Hoffer, a member of the party's National Executive, warned the Scottish Labour movement. Back Page

U.S. bribes probe

Mr. Elliot Richardson, U.S. Commerce Secretary and former Ambassador to Britain, is to head a Cabinet-level investigation into alleged illegal payments by U.S. corporations overseas. Page 5

£15,000 reward

Scotland has offered £10,000 and Group Four £5,000 for information leading to the conviction of the five masked raiders who snatched a security van and shot dead a guard on an A2 slip road near Dunfermline, Kent. Eleven tanks of money were seized in the daylight raid.

Prince at funeral

The Queen will be represented by Prince Philip, Duke of Edinburgh, at the funeral of Field Marshal Lord Montgomery of Alamein at St. George's Chapel, Windsor, on Thursday. A memorial service will be held in St. Paul's Cathedral on Monday, May 3.

Briefly...

Britain has formally recognised the new regime in Argentina. Editorial comment, Page 12
Rail fares went up by an average of 12 per cent. yesterday, and British Rail warned that further increases may be needed this year. Page 4
Mr. Peter Hain, the Young Liberal leader, is to stand trial at the Old Bailey today, accused of stealing £500 from a bank. He denies the charge.
Mr. John Diefenbaker, former Canadian Prime Minister, 80, will make a Companion of Honour at the Queen at Windsor this week.
Premium Bond 250,000 prize won by Devon holder of No. ITT 095620.

Consumer confidence continues to grow

CONSUMER CONFIDENCE in Britain stands at its highest since the Financial Times survey was started in 1970. The recovery which first emerged at the beginning of the year was sustained in March. Page 9

GROCERY prices continued to rise in March but at a slower pace than in recent months. The FT grocery price index showed a 2.3 per cent. increase, largely as a result of higher prices for fruit and vegetables, particularly potatoes and tomatoes. Page 9

BANK LOANS in U.K. manufacturing industry fell by £55m. in the first three months to under £7bn. in spite of recent signs of recovery in economic activity. Back Page

GENERAL MOTORS is planning to distribute Polish-made trucks in Western Europe under a joint venture agreement with the East Europeans. The deal would clearly have some impact on European sales by Bedford, its U.K. subsidiary. Back Page

City investors plan to take North Sea stake

MAJOR CITY investment institutions may form a syndicate to take a stake in North Sea oil development. A scheme is under discussion under which they would put up around £50m. to buy into an offshore operating group, writes Ray Daffer. Page 1

THREE of Britain's warship builders claim that the Ministry of Defence, because of design changes, should share responsibility for delays in the completion of vessels for the Royal Navy. Back Page

WORLD TANKER surplus and the related crisis of shipyard overcapacity are to be discussed at top level meetings in London and Paris this week. Page 4

LIGHTING Industries Federation has been invited to Ministerial talks as a result of its call for urgent action against the alleged dumping of 30m. East European light bulbs in the U.K. Page 4

A THOUSAND tons of Ulster beef, nearly 5 per cent. of Britain's weekly consumption, is to be sold there to help the butchers on the mainland because of changes in the EEC support system for farmers. The move threatens further price increases while supplies are at a seasonal low. Page 4

TRADE UNION critics of the Government warn that without a change of direction on public expenditure and a major attack on unemployment, union co-operation in another round of pay restraint is unlikely. Page 7

ITALIAN trade unionists are forecasting "violence in the streets" if the Government blocks threshold payments, as suggested by Sic. Paolo Batt. Governor of the Bank of Italy. Page 5

SELBY MINE development by the National Coal Board is expected to receive formal planning permission from the Government this week. Work will begin immediately, but it could be five years before the huge drift mine makes a major contribution to Britain's coal stocks.

BRITISH ENKALON has emerged from 1973 "leaner and more efficient" and is poised to take advantage of any upturn in trading conditions, shareholders are told. Page 22

BALANCE SHEET of Transport Development Group shows "immense strength," says the chairman Mr. J. B. Duncan in his annual report. No cash and deposits at the year-end showed a jump to £7.2m. (£1.3m.). Page 22

MONTEFIBRE, Italy's largest synthetic fibre and textile group, has announced a 1973 loss of £116.8m. (£175m.). This represents almost half its turnover. Page 23

Cambridge group forecasts 1.5m. unemployed by 1980

BY OUR ECONOMICS STAFF

A level of unemployment higher in 1980 than at present, and a lower level of real earnings, are forecast by the Cambridge Economic Policy Group in a review published to-day.

Even with a continued depreciation of sterling relative to the international cost levels, export volume will, the group's view, rise by only 9 or 10 per cent. a year. This would be sufficient to support no more than a 3 per cent. growth rate.

Unemployment would then be 1.5m. at the end of the decade, or up to 2m. "with a little bad luck." Adult unemployment now is 1.2m. on a comparable basis.

The group calls for a radical strategy of long-term import controls. Such a strategy would conflict with British accession to the Treaty of Rome, the GATT Articles and other major trading relationships.

Import controls are seen as the one feasible way out of the cumulative cycle of decline, but the only alternative is seen as a massive 40 per cent. nominal devaluation, which would hit real earnings much harder, he just as difficult to negotiate internationally and have dangerous inflationary implications.

The Cambridge economists reject any sort of fiscal stimulus as a remedy. They oppose this not only on long-term grounds, but because they believe that the economy is on the verge of a rapid if temporary upturn. Moreover, they do not expect the inflation rate to fall below 13 per cent.

In contrast to Mr. Denis Healey's hints about a modest stimulus in the forthcoming Budget, the Economic Policy Group, which the public sector deficit measured in 1973 was only 9 or 10 per cent. a year. This would be sufficient to support no more than a 3 per cent. growth rate.

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The recent rise in unfilled vacancies and the sharp jump in the money supply, which were published after the Cambridge review went to Press, add force to this recommendation.

Mr. Francis Cripps, an adviser to Mr. Anthony Wedgwood Benn, the Energy Secretary, is a leading figure in the Cambridge group. But the review is not intended as a political document. It has in any case appeared a week too late to help Mr. Benn in the Labour leadership contest, although it will doubtless be used to call support behind the remaining Left-wing candidate, Mr. Michael Foot.

Electoral fears

The head of the Cambridge group, Mr. W. G. Godley, is non-political. He is director of the Cambridge Department of Applied Economics and was formerly head of economic forecasting in the Treasury, and has been a consultant to that Department at various times in the last couple of years.

Whatever arguments there might be about the detailed

arithmetic, the economic relationships used by the Cambridge group are very similar to those of the Treasury and other forecasting bodies. The National Institute of Economic and Social Research recently came out with a remarkably similar medium-term forecast.

There are prominent officials and economic advisers who would not totally reject the main lines of the Cambridge analysis. Some would be sympathetic to an import control strategy, if they were not afraid that the time gained would be frittered away by politicians on electorally attractive increases in consumption or public spending.

The Cambridge economists insist that the "ad hoc and piecemeal intervention of a micro-economic kind" which Mr. Denis Healey has stressed so much would be too little or no action, unless accompanied by more fundamental action.

Another conclusion of embarrassment to the Government is that incomes policies cannot permanently depress wage settlements below the level which would result from free collective bargaining. But in contrast to the monetarists, who share this view, the Cambridge economists believe that the remedy lies in their particular

Continued on Back Page

Mixed diagnoses: Samuel Brittan writes, Page 12

Battle for Christian areas as Lebanon truce bid fails

BY OUR FOREIGN STAFF

FIGHTING for control of Lebanon's shrinking Christian enclaves became more fierce last night as talks in Damascus aimed at ending the civil war and pulling the country back from partition broke up in disagreement.

Amid reports that President Suleiman, Frangieh of Lebanon had offered to resign immediately a new Head of State is elected, his Syrian counterpart, President Assad, failed to persuade Left-wing and Palestinian leaders to call off their offensive after nine hours of talks.

In the Christian stronghold around the port of Jounieh, north of Beirut, a small armada of hired craft picked up refugees from the Gharus with few belongings. In the hills above the capital and in Beirut itself, the sectarian divide fought with artillery, mortars and machine guns. Last night, the Left wingers claimed to have captured the strategically important Heliport. Beirut airport was jammed with departing Lebanese.

Both Egypt and Jordan have called for immediate intervention in Lebanon to halt the fighting. After a meeting of the National Security Committee in Cairo an Egyptian spokesman said Egypt had asked for a "joint Arab symbolic peace-keeping force" to be dispatched to Lebanon. This was interpreted by observers as an effort to forestall unilateral action by Syria, which has consistently rejected such calls.

It was also learnt that King Hussein of Jordan, who visited Damascus over the weekend to discuss the crisis, had suggested to Syria that such a force be mobilised but this was also rejected.

Arafat calls

Last night, a Syrian army spokesman announced that "on instruction of President Assad special units of the Syrian army, including a parachute troop, would be in helicopters, and paratroopers supported by the air force, executed a tactical military manoeuvre using live ammunition and sophisticated weapons."

This announcement increased speculation about the possibility of Syrian intervention in Lebanon to halt unilateral intervention by Arab States to halt the fighting.

Assad suggested, as a way of retaining the confidence of the Christians who remain politically resolute and militarily significant, that Mr. Frangieh should go only after a ceasefire and elections for a new President. The meetings were said to be permeated at times and, judging by the subsequent statements, may have seriously undermined Syria's influence with the Muslim Left.

Mr. Jumblatt said yesterday that nothing had been achieved by his Syrian visit and that the leaders in Damascus did not fully understand the situation.

Members' interests first, before any personal ideological belief. But the party is not expected to back Communists and other Marxists, however effective they may be in protecting their members' interests. Mr. Bowis said: "It's most unlikely that a Communist member who reaches the national executive of a union will steer clear of party dogmas."

About 200 local groups are being formed by the Conservative Trade Unions. There is one emerging at Heathrow and Gatwick Airports for instance. The CTU chairman is a Dagenham car worker, Mr. Tom Ham, a member of the Electrical and Plumbing Trades Union.

Mr. Bowis, who is operating with the knowledge and approval of Mrs. Thatcher and Mr. James Prior, is shortly to strengthen his team with the appointment of a former full-time union official who remains unbound so far.

The party estimates that it has between 3m. and 4m. trade union voters in the country. But now, rather than wooing trade unionists to vote Tory, it is encouraging Tories to go into the unions.

Mr. Bowis explained it, if a Conservative voter captures a branch chairmanship and runs that branch well, Labour voters may decide that "there is something in Conservative ideas after all" and vote Tory.

Mr. Bowis said that the aim is to fundamentally democratise the unions by good branch attendance and that the officials elected are the ones who "put their

Leyland strikers decide to-day

By Christian Tyler, Labour Staff

THE 32 British Leyland toolmakers, whose strike is potentially the most damaging of three walk-outs affecting the company, will decide to-day whether to accept Department of Employment advice that payment of promised interim pay rises would breach the incomes policy.

The three strikes have already caused Leyland production losses of £14m. in retail terms. The 32 toolmakers work at Leyland's SU Carburettor subsidiary in Birmingham, which supplies carburettors for all British cars and vans. The company said yesterday, however, that stocks were sufficient "for a week at least."

Two other strikes, also involving toolmakers, have halted production of five models at the Triumph car assembly plant in Coventry and output of Range Rovers and Land Rovers at Solihull. In all the disputes the grievances procedure has been exhausted.

Another 800 men at Triumph factories in Speke, Liverpool, are expected to be laid off to-day, further hitting production and bringing the total made idle by disputes to nearly 8,000.

Management-union talks on the Triumph strike, where 350 men are claiming rises of £1.35 a week to restore differential with production workers, could resume at any time following discussions which were adjourned after nine hours at the weekend.

But no meetings have been arranged on the Rover dispute, where 400 toolmakers at seven plants in the Midlands and one at Cardiff are seeking back pay for premium work they say is due to them under a national toolroom agreement.

The fact that toolmakers are involved in all three disputes is part of a broader problem of narrowing differentials. The company is standing firm against the Triumph and Rover claims. At SU Carburettor, however, the issue is directly linked with the ES policy and the rule that there must be a gap of 12 months between rises.

Pay rates and rises for SU men have lagged behind those for others elsewhere in Leyland. The company agreed last April to deal with the parity problem in November last year and again this autumn. But apparently because no specific figures were agreed for November, 1973, payment, the Department has ruled that no interim rise can now be given.

At Ford's Halewood assembly plant, where there was extensive loss of production last week, work is expected to resume this morning. The trouble arose when 20 solderers demanded pay parity with Dagenham workers.

NECK AND NECK IN SECOND BALLOT

Stage set for Callaghan to succeed

BY PHILIP RAWSTORNE

THE SECOND round of Labour's leadership election, which closes to-morrow, has developed into a close-run contest between Mr. James Callaghan and Mr. Michael Foot.

Mr. Denis Healey's hopes of challenging the Foreign Secretary for the party's centre-right vote faded rapidly at the weekend. The Chancellor's supporters admitted yesterday that he was unlikely to secure more than 40 votes and would be eliminated.

The stage is thus set for Mr. Callaghan to succeed Mr. Harold Wilson as Prime Minister next Monday—but with Mr. Foot established as a powerful figure in the new Cabinet.

Mr. Callaghan's campaign, who met yesterday to analyse their latest canvass of Labour MPs, agreed that the Foreign Secretary was running neck-and-neck with Mr. Foot in the second ballot.

Their count—corresponding closely with a poll conducted by London Weekend Television's Weekend World and The Sunday Times—gave the front-runners between 135-140 votes each, with Mr. Healey trailing well behind on the 40-vote mark.

We are taking nothing for granted," said a Callaghan campaign manager. "But it would be incredible if we did not gain the majority of the Healey votes in the play-off."

Buoyant

Some of Mr. Foot's friends are still buoyantly optimistic. They predict that, if he could retain a narrow lead to-morrow, he could yet emerge the victor. They have been heartened by the switch of some pro-Jenkins MPs, such as Mr. Brian Walden, MP for Birmingham Ladywood, to their side, and believe that

Mr. Foot's appeal to the Centre-Right of the party has not yet been exhausted. They believe that the Employment Secretary's determined stand behind the Government's policies to "stamp out the double plague of inflation and unemployment" which he took in a week-end speech at Troon, would attract more support.

A vigorous effort was being made to counter Mr. Callaghan's image as a potential general election winner by reminding MPs that Mr. Foot could stir the party's activists and committed voters whose abstention was blamed for the 1970 defeat.

But some Left-wingers were admitting despondently yesterday that, after all their calculations, Mr. Foot's maximum total would still fall short of the 155 votes needed for victory by 10-20. The Foreign Secretary's electoral appeal was responsible for the decision of one former Foot supporter, Mr. Bruce George (Walsall S.), to switch his vote at the week-end.

Opportunity

Mr. Callaghan is given another opportunity in the Commons 10 Downing Street when he opens the two-day debate on proposals for direct elections to the European Parliament.

The Foreign Secretary seems unlikely to depart from Government's position—that it is agreed to the principle, but sceptical about the 1978 timetable, and would like the number of seats at Strasbourg related to the populations of member countries.

On that basis, the speech will scarcely ruffle any feelings about the leadership contest. Editorial comment, Page 12

Concorde talks today

BY MICHAEL DONNE, AEROSPACE CORRESPONDENT

A MAJOR problem over the production of further Concorde aircraft will be discussed in Paris to-day by the responsible British and French Government Ministers.

The Department of Industry over the week-end denied reports that it had decided against authorising further aircraft beyond the 16 already committed. It is clear nevertheless that the U.K. will adopt a cool approach to expected French proposals for

further limited production, aimed at keeping the line ticking over in anticipation of orders beyond those already received from British Airways and Air France. The British view is that, with several aircraft still to be sold and severe pressures on financial resources in the U.K., additional Concorde production can only be justified as and when new orders are received.

More than a wing and a prayer, Page 21

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| *HINKLEY | 20,000 | *SOUTHWARK E.S. | 24,000 |
| *KEIGHLEY | 10/100,000 | *STOCKTON-ON-TEES | 46,500 |
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LOMBARD

Population poses its threat now

BY C. GORDON TETHER

IT IS more than a little odd to find the report of the inter-departmental probe by Government scientists into future world trends solemnly warning us all against the dangers of delay in taking action to restrain the growth of the population when it has taken it four years to come up with the obvious—that this is the most urgent and important of the global problems now confronting us.

It is, after all, no secret that, after thousands of years of so-called economic progress, the world's population has increased adequately for only two-thirds of its people. So it would surely not take a thinking person more than a few minutes to reach the conclusion that there is virtually no hope of it being able to cope with the prospective doubling of the number of mouths to be fed over the next 30 to 40 years—meaning that we are at present heading for a catastrophic catastrophe of immense proportions.

However, better very late than never. Certainly those much maligned doom-mongers who have been striving to awaken their fellow human beings to the terrifying reality that—in the absence of speedy and appropriately weighty remedial action—famine may stalk all our lands within the lifetime of present generations, will be pleased that the official oracle has now fully endorsed their message.

No take-off

It can be taken for granted, however, that this will not be their only reaction. What they will now be demanding to know is the strength of their case having been given chapter and verse verification, is what is going to be done about it.

Nearly two years have slipped by since the World Population Conference came to much the same conclusion as our own inter-departmental survey has now done and stressed the importance of the early implementation of the programme for action it drew up. Yet as an article in the latest issue of the UN's Development Forum points out, interest in the subject has been allowed to wane—with the inevitable result that there are still no signs of the badly needed global family planning crusade moving up to the take-off stage.

What is required here is the will rather than vast sums of money. For though it is true to say that the affluent world is still behaving so stultinly in the matter that most family planning programmes operating in the developing countries do not have

anything like the backing they would like, a full-scale global endeavour would not call for more than a few hundreds of millions of dollars per annum at this stage.

The big need is for a firm lead. And this happens to be something that the British authorities are now in an excellent position to help provide. For they can do this in the knowledge that they are not going to risk being accused of committing the country to a display of largesse that it is in no position to afford. And, with the inter-departmental evidence to call on, they should be able to enlist the support of public opinion for any modest expenditure that our involvement in international action to make a frontal attack on the population problem would entail.

I say this because there is one thing the greatest significance for the homelands that this new study points up. It is that, however British people feel about the moral arguments for helping poor countries to improve their lot—and nothing could be more effective here than restraining population growth—there is a very strong case on enlightened self-interest grounds.

When the report rings round the crucial importance of getting the population explosion under control before the world's capacity for food production has become seriously over-taxed, it is writing a message on the wall that a nation heavily dependent on imported food simply cannot afford to ignore.

Little sense

It is generally accepted that there is one thing which did more than anything else to set the essential social reforms of the provision of adequate sewerage facilities for the lower orders underway in the last century. It was the awakening of those occupying the corridors of power to the realisation that there was no other way in which they could protect their own loved ones against the spread of such lethal diseases as typhoid.

One can surely hope that their modern counterparts will soon grasp that it makes little sense for them to devote a lot of effort and money to ensuring a happy life for their children and grand children if they do nothing to provide them with immunity from the new "enemy" from without—now shaping up

THE WEEK IN THE COURTS

Healey should block this partners' privilege

BY JUSTINIAN

ONE OF the prime rules of social justice is that a nation's system of taxation shall be fair as between all its citizens. It cannot be fair if any section of the population—inevitably the more affluent members of society—are able to exploit a loophole in the tax law that cannot be exploited by the rest of the nation.

The loophole, which is perfectly legal and generally known among solicitors and accountants, is exploitable only by partnerships. It depends for its success on the interplay of two factors: one concerns the tax law as it applies to partnerships, the other standard accounting practice.

Assume a successful and well-established professional partnership operating in a field of business where it has many long-term contracts to fulfill.

Whether or not such contracts provide for "progress payments" of one kind or another at the end of each of the partnership's accounting periods a great deal of time and money will have been expended on contracts that are incomplete.

Some contracts may be so complex and lengthy that the final bill to the customer will not be delivered for many years.

It is obviously wrong in principle that the actual earnings for the instant year should be diminished not only by what the work billed has cost, but also by what work has cost so far that remains unbilled until the next year.

Thus the standard practice of accountants is to make a reasonable estimate of what such "work in progress" has so far cost. Such estimate is then deducted from the total costs of the year and carried forward as a debit against future actual earnings. The point is made clearer if reduced to actual figures.

Assume a steady flow of long-term contracts and a gratifying profit margin of 40 per cent on bills delivered. A thumb-nail sketch of profits for the year ended April 30, 1975, would be as follows (in £ thousands):

| | |
|---|-------|
| Bills delivered | 1,300 |
| Overheads | 50 |
| Direct cost spent in the period | 730 |
| Add cost of work in progress brought forward from last year | 900 |
| Less cost of work in progress carried forward to next year | 900 |
| Profit for year | 400 |

[Since for the sake of simplicity there is an assumption of a steady flow of work, this will be substantially the state of the accounts for the years 1974 and 1975.]

The acute reader will spot the seeds of the tax bonanza that the partnership is about to reap. The secret lies in the amount of the deduction for closing work-in-progress, that is, the estimate of the element of direct cost spent on work carried at the end of April. It is not an estimate of the value of such work.

Suppose every client were compelled to withdraw his instructions on April 30 and ask for a bill for the work done to date. Clearly it is not an estimate of the value of such work.

The value to the on-going partnership of such work, at each year's end, will approximate to the aggregate of such hypothetical bills. Reckon it is £1m.

In a very real sense the partnership have, in fact, already earned their share (£400,000) in respect of a year of assessment measured by the profits earned during the accounting period of 12 months that ended during the preceding year.

Until there is such a period, the actual earnings for the very first period have to be used for computing tax liability. Thus if the partnership started on May 1, 1975, for the year of assessment ended April 30, 1976, 11/12ths of the first 12 months is taken for the year of assessment ended April 30, 1977, and April 30, 1978, again the first 12 months of trading profits are taken.

How can we prevent it? It would be if the partnership could start up afresh every so often and continue to earn very little indeed in its first fresh 12 months of practice!

Since by English law a partnership, unlike a company, is not a legal person distinct from its partners, it is precisely what the partners can and do achieve. The result of discovering the art of this disappearing trick is to ensure that every so often a partner retires, or a new partner is taken on.

The old partnership legally comes to an end, and a new one is formed at the address of the old. Although both old and new partners can, if they wish, join in electing to be treated as if the business were a continuing one, they need not. Translate this quirkish bit of English partnership law into the actual tax situation.

A firm of solicitors have 25 partners, in which the senior partner is retiring. The 25 old partners agree with the new 24 partners that the former's work-in-progress shall not be transferred to the latter. Instead the former retain it.

The new partnership will merely complete what is left of the contracted work and submit a composite bill to the client, collecting the old partnership's share of the bill for their behalf and due course account to them for their individual shares.

The effect of all this change-around on the first year's profits of the new partnership can be staggering. Assuming the same aggregated bills of £1.2m, £1m goes to the old partnership. The bills delivered to customers relevant to the new partnership are therefore only £200,000. The overheads and direct cost remain at £800,000 and £720,000 respectively.

Since there is no cost of work-in-progress brought forward from the last year, the total expenditure is £800,000. One then deducts from that figure £600,000 representing the cost of work-in-progress carried forward to next year.

That leaves £200,000 expenditure to be deducted from the £200,000 bills delivered to clients. Hence, for the crucial first year, the profit is nil.

The upshot is that the year-by-year pattern of the partnership's assessable profits, looking at it not legally as if it were a continuing business, will be "nil, nil, nil and then, say, £400,000, £400,000, until someone comes along as a new partner and the game starts all over again.

Limited companies have been taxed on a current year basis since 1945. Why not partnerships? While the Chancellor rummaged over his Chancery Bill to produce a little time to producing a clause in his Finance Bill to trump this tax avoidance's art.

SOCCER

BY TREVOR BAILEY

Queen's Park Rangers show signs of strain at the top

QUEEN'S PARK RANGERS retain their one-point lead at the top of the First Division after a vital, if not impressive 1-0 victory over disappointing Manchester City at Loftus Road.

In a one-sided first-half, Rangers with a little luck or better finishing could easily have established a lead of two or three goals, but after the interval they lost much of their composure and rhythm.

That strong, brave and uncomplicated defender, Webb, came yet again to their rescue to head home a chipped, frog-kick from the closing stages after Manchester City had been reduced to 10 men.

The game began well, with both teams producing some attractive, positive football, although Rangers were clearly the more dangerous.

City soon had to replace their powerful centre-forward and target man Royle, who was injured, with Clement, normally a defender. With only rare moves from the tentative Barnes, unless the ever-threatening Tauer could prise an opening they seemed unlikely to score that goal the game really ended.

Thomas regularly floated past the right-back and a whole series of pleasing moves caused many problems for the Manchester defence in which Doyle was outstanding. Only the agility of Corrigan prevented Queen's Park from gaining a lead before half-time.

Rangers' frustration at being unable to score, combined with the strong pressure on City, began to affect the players of both sides in the second half. Fouls became more frequent and fierce, but the referee failed to sense the danger signs which eventually boiled up into a sordid free-for-all and led to the sending-off of Hartford, who completely lost his cool.

He had to go, especially as he ought to have been booked earlier and was one of the main contributors. But at least two Rangers players and one of Hartford's colleagues, who had charged enthusiastically into the fracas, were lucky to escape similar punishment.

After the match the two managers, suitably blinkered, were prepared to blame everybody but their own players for this regrettable incident. This is rather disturbing, considering both teams will be in Europe next season, where Britain's reputation for sportsmanship on and off the field is not the highest.

Will Queen's Park take the title? Although I do not rate them as highly as any of their three rivals, Derby County, Manchester United and Liverpool, they possess one enormous advantage. They are able to concentrate exclusively on the League, whereas the other trio have additional strain of Cup dreams and commitments, plus extra

More Soccer stars head for U.S.

BOBBY MOORE, of Fulham, England's former World Cup Soccer captain, flew from London's Heathrow Airport to New York yesterday, hoping to sign contracts with the New York Cosmos. With him was Mick McWhorter, the former Arsenal and international player who would make no comment why he was travelling America.

The two players will make guest appearances on Wednesday in Texas, playing San Antonio against New York Cosmos.

Star player in the Cosmos is Pele, and Moore was looking forward to playing his old World Cup again.

RUGBY UNION

BY PETER ROBBINS

Hat-trick for Gloucestershire

GLoucestershire BLUD-GEONED their way to their third consecutive County Championship, beating Middlesex 24-9 in a game that was even more one-sided than the semi-final.

Butler scored all the winners' points with six penalties and a conversion of his own late try. When we take into account that he also missed four penalties, it is a record for a Gloucestershire player in a very staccato fashion and was exceedingly sterile.

The Gloucestershire pack was technically better, physically stronger and more cohesive but all these terms are relative to the Gloucestershire pack, which is in the international scene.

Nelson should quickly return to this scene after a splendid display. He, with Pullin and Burton, formed the initial assault but the Gloucestershire pack was rather slow to the mark but effective when he got there.

However, it was the back row of Rollett, Rafter and Watkins that really destroyed Middlesex, first by their astute covering in the set-plays in defence, next their harassment of Young, and finally by the way they set up some marvellous rucks for the backs.

He coped with this admirably until the Gloucestershire pack, which was a way away through the scrum. Then not even he could bring order to a retreating Middlesex lost Morrell on break bringing on the a Bowling.

The tragedy for Middlesex was that they were of equal quality of possession and a 6-0 lead they still could get the ball quickly enough, the dangerous wings Rees and Lambert.

This was because Lawson forced to hold the ball high more obvious because this was in difficulties at the end and then Young could get the ball away quickly.

Both the centres, Fricke, Birckett, made good breaks on with Birckett's almost leisurely pace. Birckett's knock-out was inside pass.

Middlesex were never to have the same freedom of movement in the second half when final they were forced to stand in space and pass crossfield to create a space at all.

Butler kicked three penalties in the first half, and Rollett, Rafter and Watkins, who range between 380 and 390 points.

TENNIS

BY JOHN BARRETT

Ashe dominates Dallas run-in

ONLY FOUR weeks remain of the World Championship of Tennis circuit before the doubles finals in Kansas City from April 25 to May 2 and the singles play-offs in Dallas the following week.

Arthur Ashe, who achieved the unlikely WCT and Wimbledon titles last year, will again be among the eight Dallas finalists this time. An astonishingly successful start to the year has won him five of the six tournaments in which he had competed, to be head of the pack, and we all points. It will, however, be augmented when his Lagos semi-final against Jeff Borowiak, troubled during the political postures in February—is completed in Caracas next month.

With two wins in the Aris Cup round robin matches, a new feature of the WCT programme this year, Ashe has now won 23 matches and prize money of \$18,412 since January. He has lost only once to fellow American Tom Gorman in the US professional indoor championships two Philadelphia in the third tournament of the year.

Undoubtedly the reduced weekly tournaments from three groups of 32 men last year to two groups of 16 is an advantage, but Ashe has clearly moved on to a higher plane.

The manner of his 6-4 7-6 6-3 way over the next four weeks of Sweden in Hawaii last week in his second Davis match suggests that his nearest rivals know that he seems certain of himself—that he is better than they are.

This sort of psychological dominance, which was achieved by Roy Emerson as an amateur in the mid-1960s, by Rod Laver in the early years of open tennis, and during the same period, by Ken Rosewall over everyone except Laver, seemed to be the thing of the past, and we all points. It will, however, be augmented when his Lagos semi-final against Jeff Borowiak, troubled during the political postures in February—is completed in Caracas next month.

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RACING

BY DOMINIC WIGAN

Singlet is a sporting nap

The lightly-weighted Upper Lambour representative, Singlet, who is at form, appears as a sporting nap in today's Welford Handicap at Leicester.

This Nick Vigors-trained quartet put up several useful performances last season and gained a well deserved first success when comfortably beating Fair Camilla in a claiming race at Brighton over today's 11 mile trip.

He ran disappointingly towards the end of the campaign, finishing out of the frame on his final three appearances, but has since put up several promising performances over hurdles and it appears that he may now be back to something approaching his best.

With only 7st 7lb in the saddle, Singlet is set to receive 17lb from Ben Hanbury's course and goes for the Lexington Stakes, a 12 furlong race, which he is likely to give him the edge over the Newmarket colt, who will probably need an out-lying or two before returning to his smart form of last summer.

Looking ahead to the Grand National on Saturday, two leading favourites, Coleridge and Ernie Whitshire, may both be scratched.

Coleridge has not been himself since Cheltenham and had an upsetting time through train delays, and there must be a doubt about him now running at Aintree.

Ernie Whitshire was lame on his return to Fred Winter's Uplands stable after completing a hat-trick at Worcester last week and it will be surprising if he is risked.

Latest betting on the National: 8-1 Red Rum; 10-1 Jolly's Clump and Barabas; 11-1 Mayor Market; 12-1 Tregarron and Rag Trade; 25-1 Tregarron.

Peterhot remains a clear favourite at 8-1 for the Littlewoods Spring Cup on Thursday.

Golden Aime, who ran a fine race from a bad draw at Saturday's Lincoln, is top quoted at 12-1.

TV Radio

* Indicate programme in black and white

BBC 1

7.05-7.55 a.m. Open University (UHF only). 12.45 p.m. News. 1.30 Pebble Mill. 1.45 Mr. Benn. 3.20 Under Bow Bells. 3.58 Regional News (except London). 4.00 Play School. 4.25 Roobarb. 4.30 Jackanory. 4.45 Blue Peter. 5.10 John Craven's Newsround. 5.20 B-watched.

5.45 News. 6.00 Nationwide. 7.00 Ask The Family. 7.25 2 Cars. 8.10 Panorama. 9.00 News. 9.25 The Monday Film: "The Birds", starring Tippi Hedren. Taylor, Suzanne Pleshette and "Tippi" Hedren. 11.20 To-night.

BBC 2

6.40-7.55 a.m. Open University. 11.00 Play School. 5.35 p.m. Open University. 7.25 Weather. 8.10 The Waltons. 9.00 Our Mutual Friend. 9.50 Horizon: Schizophrenia. 10.35 The Camera and the Song. 11.05 Nightnight. 11.20-11.25 Closedown: Stephen Thorne reads "Elizabeth like a Peacock" by Elizabeth Jennings.

LONDON

9.55 a.m. The 21st Century. 10.20 Kimba. 10.45 The Saint. 11.35 Untamed World. 12.00 Simon in the Land of Chalk Drawings. 1.30 p.m. Hickory House. 12.30 British. 1.00 First Report. News. FT index. 1.30 Lunch-time. 2.00 Emmerdale. 2.30 Monday Matinee. 3.30 p.m. 3.55 General Hospital. 4.25 Clapperboard. 4.50 Kids from 47A. 5.20 Batman. 5.30 News from ITN. 6.00 To-day. 6.45 The David Nixon Show. 7.20 Rising Damp. 8.30 World in Action. 9.00 Manner. 10.00 News. 10.30 Nurse of the Year. 11.00 Marcus Welby, MD. 12.10 a.m. In the City. London except at the following times:

ANGLIA

10.30 a.m. Anglia 1. 12.30 a.m. Anglia 2. 1.30 a.m. Anglia 3. 2.30 a.m. Anglia 4. 3.30 a.m. Anglia 5. 4.30 a.m. Anglia 6. 5.30 a.m. Anglia 7. 6.30 a.m. Anglia 8. 7.30 a.m. Anglia 9. 8.30 a.m. Anglia 10. 9.30 a.m. Anglia 11. 10.30 a.m. Anglia 12. 11.30 a.m. Anglia 13. 12.30 a.m. Anglia 14. 1.30 a.m. Anglia 15. 2.30 a.m. Anglia 16. 3.30 a.m. Anglia 17. 4.30 a.m. Anglia 18. 5.30 a.m. Anglia 19. 6.30 a.m. Anglia 20. 7.30 a.m. Anglia 21. 8.30 a.m. Anglia 22. 9.30 a.m. Anglia 23. 10.30 a.m. Anglia 24. 11.30 a.m. Anglia 25. 12.30 a.m. Anglia 26. 1.30 a.m. Anglia 27. 2.30 a.m. Anglia 28. 3.30 a.m. Anglia 29. 4.30 a.m. Anglia 30. 5.30 a.m. Anglia 31. 6.30 a.m. Anglia 32. 7.30 a.m. Anglia 33. 8.30 a.m. Anglia 34. 9.30 a.m. Anglia 35. 10.30 a.m. Anglia 36. 11.30 a.m. Anglia 37. 12.30 a.m. Anglia 38. 1.30 a.m. Anglia 39. 2.30 a.m. Anglia 40. 3.30 a.m. Anglia 41. 4.30 a.m. Anglia 42. 5.30 a.m. Anglia 43. 6.30 a.m. Anglia 44. 7.30 a.m. Anglia 45. 8.30 a.m. Anglia 46. 9.30 a.m. Anglia 47. 10.30 a.m. Anglia 48. 11.30 a.m. Anglia 49. 12.30 a.m. Anglia 50. 1.30 a.m. Anglia 51. 2.30 a.m. Anglia 52. 3.30 a.m. Anglia 53. 4.30 a.m. Anglia 54. 5.30 a.m. Anglia 55. 6.30 a.m. Anglia 56. 7.30 a.m. Anglia 57. 8.30 a.m. Anglia 58. 9.30 a.m. Anglia 59. 10.30 a.m. Anglia 60. 11.30 a.m. Anglia 61. 12.30 a.m. Anglia 62. 1.30 a.m. Anglia 63. 2.30 a.m. Anglia 64. 3.30 a.m. Anglia 65. 4.30 a.m. Anglia 66. 5.30 a.m. Anglia 67. 6.30 a.m. Anglia 68. 7.30 a.m. Anglia 69. 8.30 a.m. Anglia 70. 9.30 a.m. Anglia 71. 10.30 a.m. Anglia 72. 11.30 a.m. Anglia 73. 12.30 a.m. Anglia 74. 1.30 a.m. Anglia 75. 2.30 a.m. Anglia 76. 3.30 a.m. Anglia 77. 4.30 a.m. Anglia 78. 5.30 a.m. Anglia 79. 6.30 a.m. Anglia 80. 7.30 a.m. Anglia 81. 8.30 a.m. Anglia 82. 9.30 a.m. Anglia 83. 10.30 a.m. Anglia 84. 11.30 a.m. Anglia 85. 12.30 a.m. Anglia 86. 1.30 a.m. Anglia 87. 2.30 a.m. Anglia 88. 3.30 a.m. Anglia 89. 4.30 a.m. Anglia 90. 5.30 a.m. Anglia 91. 6.30 a.m. Anglia 92. 7.30 a.m. Anglia 93. 8.30 a.m. Anglia 94. 9.30 a.m. Anglia 95. 10.30 a.m. Anglia 96. 11.30 a.m. Anglia 97. 12.30 a.m. Anglia 98. 1.30 a.m. Anglia 99. 2.30 a.m. Anglia 100. 3.30 a.m. Anglia 101. 4.30 a.m. Anglia 102. 5.30 a.m. Anglia 103. 6.30 a.m. Anglia 104. 7.30 a.m. Anglia 105. 8.30 a.m. Anglia 106. 9.30 a.m. Anglia 107. 10.30 a.m. Anglia 108. 11.30 a.m. Anglia 109. 12.30 a.m. Anglia 110. 1.30 a.m. Anglia 111. 2.30 a.m. Anglia 112. 3.30 a.m. Anglia 113. 4.30 a.m. Anglia 114. 5.30 a.m. Anglia 115. 6.30 a.m. Anglia 116. 7.30 a.m. Anglia 117. 8.30 a.m. Anglia 118. 9.30 a.m. Anglia 119. 10.30 a.m. Anglia 120. 11.30 a.m. Anglia 121. 12.30 a.m. Anglia 122. 1.30 a.m. Anglia 123. 2.30 a.m. Anglia 124. 3.30 a.m. Anglia 125. 4.30 a.m. Anglia 126. 5.30 a.m. Anglia 127. 6.30 a.m. Anglia 128. 7.30 a.m. Anglia 129. 8.30 a.m. Anglia 130. 9.30 a.m. Anglia 131. 10.30 a.m. Anglia 132. 11.30 a.m. Anglia 133. 12.30 a.m. Anglia 134. 1.30 a.m. Anglia 135. 2.30 a.m. Anglia 136. 3.30 a.m. Anglia 137. 4.30 a.m. Anglia 138. 5.30 a.m. Anglia 139. 6.30 a.m. Anglia 140. 7.30 a.m. Anglia 141. 8.30 a.m. Anglia 142. 9.30 a.m. Anglia 143. 10.30 a.m. Anglia 144. 11.30 a.m. Anglia 145. 12.30 a.m. Anglia 146. 1.30 a.m. Anglia 147. 2.30 a.m. Anglia 148. 3.30 a.m. Anglia 149. 4.30 a.m. Anglia 150. 5.30 a.m. Anglia 151. 6.30 a.m. Anglia 152. 7.30 a.m. Anglia 153. 8.30 a.m. Anglia 154. 9.30 a.m. Anglia 155. 10.30 a.m. Anglia 156. 11.30 a.m. Anglia 157. 12.30 a.m. Anglia 158. 1.30 a.m. Anglia 159. 2.30 a.m. Anglia 160. 3.30 a.m. Anglia 161. 4.30 a.m. Anglia 162. 5.30 a.m. Anglia 163. 6.30 a.m. Anglia 164. 7.30 a.m. Anglia 165. 8.30 a.m. Anglia 166. 9.30 a.m. Anglia 167. 10.30 a.m. Anglia 168. 11.30 a.m. Anglia 169. 12.30 a.m. Anglia 170. 1.30 a.m. Anglia 171. 2.30 a.m. Anglia 172. 3.30 a.m. Anglia 173. 4.30 a.m. Anglia 174. 5.30 a.m. Anglia 175. 6.30 a.m. Anglia 176. 7.30 a.m. Anglia 177. 8.30 a.m. Anglia 178. 9.30 a.m. Anglia 179. 10.30 a.m. Anglia 180. 11.30 a.m. Anglia 181. 12.30 a.m. Anglia 182. 1.30 a.m. Anglia 183. 2.30 a.m. Anglia 184. 3.30 a.m. Anglia 185. 4.30 a.m. Anglia 186. 5.30 a.m. Anglia 187. 6.30 a.m. Anglia 188. 7.30 a.m. Anglia 189. 8.30 a.m. Anglia 190. 9.30 a.m. Anglia 191. 10.30 a.m. Anglia 192. 11.30 a.m. Anglia 193. 12.30 a.m. Anglia 194. 1.30 a.m. Anglia 195. 2.30 a.m. Anglia 196. 3.30 a.m. Anglia 197. 4.30 a.m. Anglia 198. 5.30 a.m. Anglia 199. 6.30 a.m. Anglia 200. 7.30 a.m. Anglia 201. 8.30 a.m. Anglia 202. 9.30 a.m. Anglia 203. 10.30 a.m. Anglia 204. 11.30 a.m. Anglia 205. 12.30 a.m. Anglia 206. 1.30 a.m. Anglia 207. 2.30 a.m. Anglia 208. 3.30 a.m. Anglia 209. 4.30 a.m. Anglia 210. 5.30 a.m. Anglia 211. 6.30 a.m. Anglia 212. 7.30 a.m. Anglia 213. 8.30 a.m. Anglia 214. 9.30 a.m. Anglia 215. 10.30 a.m. Anglia 216.



by MICHAEL COVENEY

2 Moscow's Romeo and Juliet

American music

Muldowney, Goehr, Rubbra

ated by the 11th-hour addition of Vernon Haeley, it's a candid festival concert saved with admirable courage by the Swiss or Michael Tabachnick. The New Philharmonia, a 12-man, 12-woman, 12-instrument, 12-year-old, living British company, *Persepectives* by Dominic Jay, the youngest of the six directed by the composer.

Other instalment in Multimediacal *Changres* other parts of which already reached London in the season, this was a coloured, deftly scored composition for orchestra and voice. It is some insubstantial: materials melodious-crossing Roy ke, bounciness with razor of phrase; Stravinskian

talline murmur of chinking and clinking (percussion) in clean-cut juxtapositions. The trouble, at a first hearing, was an apparent lack of continuity, the somewhat inconsequent, jerky performance.

Much more meaty was Alexander Goehr's Piano Concerto (1972), played on a disgracefully tiny Steinway with, nevertheless, utmost eloquence and beauty of tone. Daniel Adni, whose first movement is elusive, rich in ideas of a characteristically cool fertility but obscure in working, imaginative in its dry, taut use of a classically-mooded orchestra to suggest the strid-

The second movement, inserting scherzo-ish episodes into a slow, rhapsodic meditation, is another story—full of stealthy, shadowy lyricism that seizes the imagination at every unexpected, keenly-considered turn of phrase.

Mr. Tabachnick's piloting of soloist and orchestra through a by-no-means easy score deserves the highest praise—may be and Mr. Adni be invited by the orchestra to explore it again soon. A former Boulez assistant, he can hardly have conducted the music of Edmund Rubbra very often. The Second Symphony (1937), a homelier, squarer, very English kind of Shostakovitch (like the Russian's Fifth, one might say), is a little more than two closely contemporary for the likely traffic of influences either way, was driven with unidiomatic edginess, far too angularly for the ruminative melodic line, and a somewhat inappropriate performance, indeed, but not unimpressive in control.

MAX LOPPERT

Elizabeth Hall
Myung-Whun Chung

Radio 3

Listening

If Charles Al

Once, all it took to lift pro-
business was a body building co-

Absolutely nothing "happens" until about a minute before the end. From the point of view of the audience the distinction of the play lies in the inherent dramatic power of the language. It is not so much eloquently spoken, each sentence weighted and perfectly fitted by Irene Worth as the woman, Maureen Andermann as the girl and James Ray as the man. Called by the author "a chamber play" it is capable of being performed in a theatre without alteration, and no doubt *it shall have an opportunity to show how well it holds the stage* before long. The excellent and most distinguished treatment of the theme of alienation which will yield fuller and richer meaning each time it is heard or seen.

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ANTHONY CURTIS | **Herbert Morris Limited, P.O. 1**

by GILLIAN WIDDICOMBE


Sadler's Wells Theatre
Tales of Hoffmann

The Tales of Hoffmann was Peter Darrell's first big creation for his company after the move to Scotland. His freshly-wrought *Giselle* had been given the year before (1971), announcing to his audience that the new company ballet was to rest upon certain classic foundations, albeit the *Giselle* staging also reflected the dramatic traditions and attitudes that Darrell had fostered in the theatre, with earlier seasons as Western Theatre Ballet. "Theatre" was still part of the company's title at this time, and if national status has meant the loss of the word, the company's literature, it has not been excluded from the company's policies.

With *Hoffmann* the "theatre" was very strong. It is a three-act ballet, because such works are the most effective in reaching the Darrell's audience as well as to his company. It is a cleverly made entertainment, a jolly evening for the public Scottish Ballet was winning, with Offenbach to charm, and passion, and orgy, doomed love and plenty of dances to keep the action alert and the audience's interest.

Darrell is far too astute to create and too much a man of the theatre not to produce a work of sound dramatic effect, and so *Hoffmann* proved on Friday night to be what it should be, and does very effectively. The translation from operatic to balletic convention is adroitly managed; the dances are ebullient, and the music, the dancing, the costumes, the set design, the lighting, the costumes struck me as being as vivid as the ballet really demands, there was plenty of enthusiasm from the company, pleasing designs by Allister Livingstone and the splendid delights of Offenbach's melodies.

CLEMENT CRISP

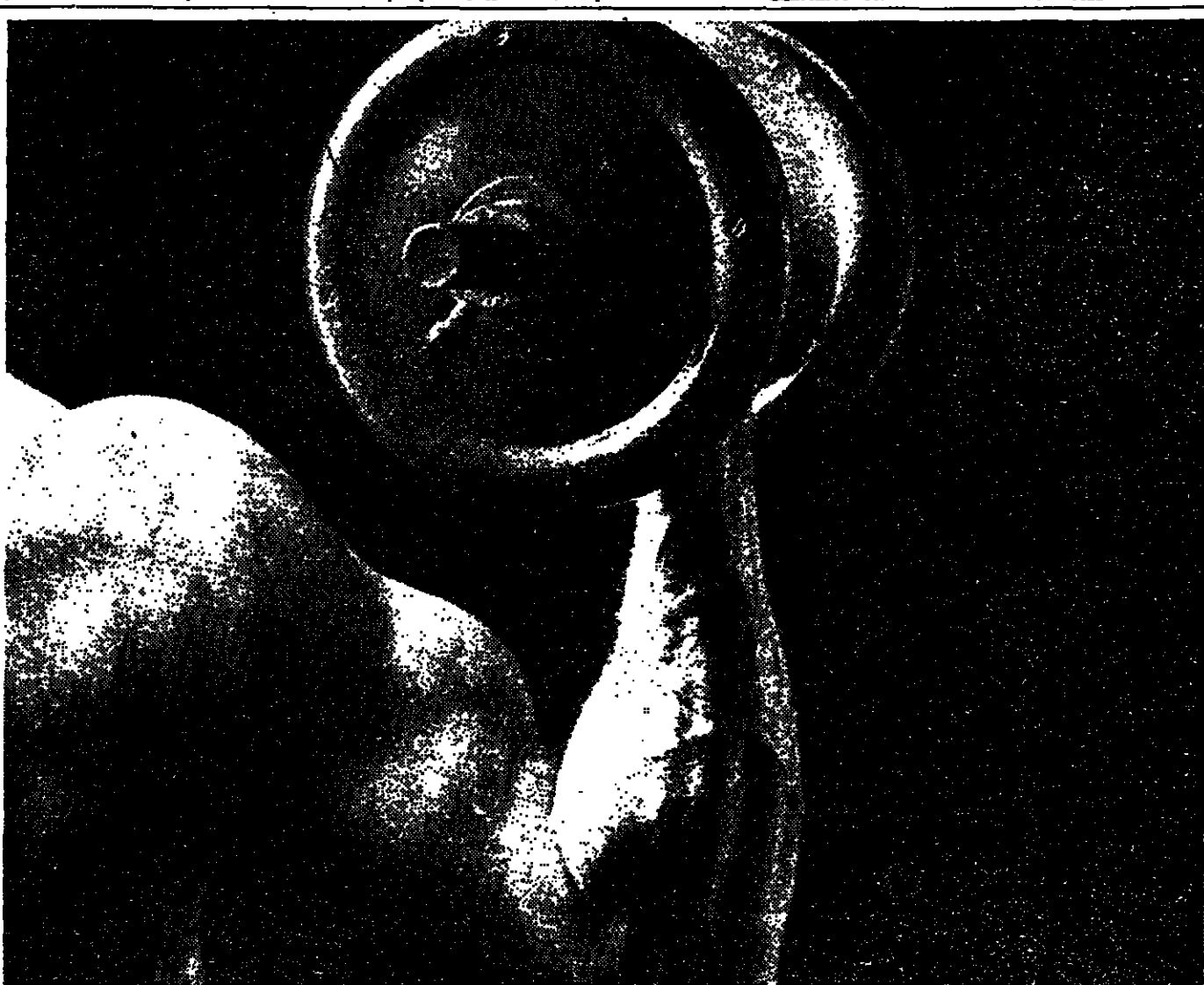


Bühm's *Erica* was humane, shapely, lovingly but keenly controlled in a way that nevertheless encouraged a wide range of colour in the *maraca* jangle, and a fierce climax to the *maggiore* section, and much grandeur from the strings—a more versatile body than the conventional dithyrambs about their lushness might have been. Their *Erica* was different, I think, from the one at Saturday's concert (which I was lucky enough to hear as a guest) and his tone was sweeter. I would guess, however, from the intimate perfectly balanced, unobtrusive sound of his quick passages, that the *flautist* was the same.

The placing of the tympani on the left is very well (for those on that side—the dry sound was most effective in the Krona). The violas, sometimes inaudible from a right-hand seat in the Festival Hall, made a rich contribution last night, though the violins' scale of the "Lament" was not heard to come from another direction. Otherwise, the old monster of Kensington was behaving well. Full upper galleries only permitting the echo to peep out once or twice during the scherzo of the Fourth Symphony before scuttling away for good.

A programme of two Beethoven symphonies in readings so absorbing is enough for anyone, but the omission of exposition repeats in the Fourth seemed a short measure. As compensation, we had a full-length encore in the *Alcibiades* overture, in which Böhm was able for the first time in the evening to display the uniquely rewarding sound of the Vienna Philharmonic in noon-day romantic music such as Wagner. Enormous enthusiasm.

RONALD CRICHTON



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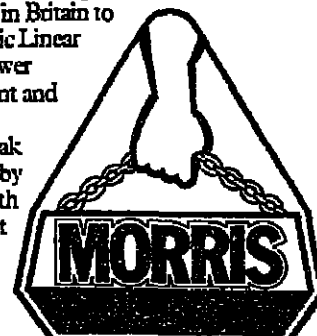
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| 21 | 26 | 30 | 34 | 38 | 42 | 46 | 50 | 54 | 58 |
| 62 | 66 | 70 | 74 | 78 | 82 | 86 | 90 | 94 | 98 |
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| 142 | 146 | 150 | 154 | 158 | 162 | 166 | 170 | 174 | 178 |
| 182 | 186 | 190 | 194 | 198 | 202 | 206 | 210 | 214 | 218 |
| 222 | 226 | 230 | 234 | 238 | 242 | 246 | 250 | 254 | 258 |
| 262 | 266 | 270 | 274 | 278 | 282 | 286 | 290 | 294 | 298 |
| 302 | 306 | 310 | 314 | 318 | 322 | 326 | 330 | 334 | 338 |
| 342 | 346 | 350 | 354 | 358 | 362 | 366 | 370 | 374 | 378 |
| 382 | 386 | 390 | 394 | 398 | 402 | 406 | 410 | 414 | 418 |
| 422 | 426 | 430 | 434 | 438 | 442 | 446 | 450 | 454 | 458 |
| 462 | 466 | 470 | 474 | 478 | 482 | 486 | 490 | 494 | 498 |
| 502 | 506 | 510 | 514 | 518 | 522 | 526 | 530 | 534 | 538 |
| 542 | 546 | 550 | 554 | 558 | 562 | 566 | 570 | 574 | 578 |
| 582 | 586 | 590 | 594 | 598 | 602 | 606 | 610 | 614 | 618 |
| 622 | 626 | 630 | 634 | 638 | 642 | 646 | 650 | 654 | 658 |
| 662 | 666 | 670 | 674 | 678 | 682 | 686 | 690 | 694 | 698 |
| 702 | 706 | 710 | 714 | 718 | 722 | 726 | 730 | 734 | 738 |
| 742 | 746 | 750 | 754 | 758 | 762 | 766 | 770 | 774 | 778 |
| 782 | 786 | 790 | 794 | 798 | 802 | 806 | 810 | 814 | 818 |
| 822 | 826 | 830 | 834 | 838 | 842 | 846 | 850 | 854 | 858 |
| 862 | 866 | 870 | 874 | 878 | 882 | 886 | 890 | 894 | 898 |
| 902 | 906 | 910 | 914 | 918 | 922 | 926 | 930 | 934 | 938 |
| 942 | 946 | 950 | 954 | 958 | 962 | 966 | 970 | 974 | 978 |
| 982 | 986 | 990 | 994 | 998 | 1002 | 1006 | 1010 | 1014 | 1018 |
| 1022 | 1026 | 1030 | 1034 | 1038 | 1042 | 1046 | 1050 | 1054 | 1058 |
| 1062 | 1066 | 1070 | 1074 | 1078 | 1082 | 1086 | 1090 | 1094 | 1098 |
| 1102 | 1106 | 1110 | 1114 | 1118 | 1122 | 1126 | 1130 | 1134 | 1138 |
| 1142 | 1146 | 1150 | 1154 | 1158 | 1162 | 1166 | 1170 | 1174 | 1178 |
| 1182 | 1186 | 1190 | 1194 | 1198 | 1202 | 1206 | 1210 | 1214 | 1218 |
| 1222 | 1226 | 1230 | 1234 | 1238 | 1242 | 1246 | 1250 | 1254 | 1258 |
| 1262 | 1266 | 1270 | 1274 | 1278 | 1282 | 1286 | 1290 | 1294 | 1298 |
| 1302 | 1306 | 1310 | 1314 | 1318 | 1322 | 1326 | 1330 | 1334 | 1338 |
| 1342 | 1346 | 1350 | 1354 | 1358 | 1362 | 1366 | 1370 | 1374 | 1378 |
| 1382 | 1386 | 1390 | 1394 | 1398 | 1402 | 1406 | 1410 | 1414 | 1418 |
| 1422 | 1426 | 1430 | 1434 | 1438 | 1442 | 1446 | 1450 | 1454 | 1458 |
| 1462 | 1466 | 1470 | 1474 | 1478 | 1482 | 1486 | 1490 | 1494 | 1498 |
| 1502 | 1506 | 1510 | 1514 | 1518 | 1522 | 1526 | 1530 | 1534 | 1538 |
| 1542 | 1546 | 1550 | 1554 | 1558 | 1562 | 1566 | 1570 | 1574 | 1578 |
| 1582 | 1586 | 1590 | 1594 | 1598 | 1602 | 1606 | 1610 | 1614 | 1618 |
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| 1702 | 1706 | 1710 | 1714 | 1718 | 1722 | 1726 | 1730 | 1734 | 1738 |
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| 1782 | 1786 | 1790 | 1794 | 1798 | 1802 | 1806 | 1810 | 1814 | 1818 |
| 1822 | 1826 | 1830 | 1834 | 1838 | 1842 | 1846 | 1850 | 1854 | 1858 |
| 1862 | 1866 | 1870 | 1874 | 1878 | 1882 | 1886 | 1890 | 1894 | 1898 |
| 1902 | 1906 | 1910 | 1914 | 1918 | 1922 | 1926 | 1930 | 1934 | 1938 |
| 1942 | 1946 | 1950 | 1954 | 1958 | 1962 | 1966 | 1970 | 1974 | 1978 |
| 1982 | 1986 | 1990 | 1994 | 1998 | 2002 | 2006 | 2010 | 2014 | 2018 |
| 2022 | 2026 | 2030 | 2034 | 2038 | 2042 | 2046 | 2050 | 2054 | 2058 |
| 2062 | 2066 | 2070 | 2074 | 2078 | 2082 | 2086 | 2090 | 2094 | 2098 |
| 2102 | 2106 | 2110 | 2114 | 2118 | 2122 | 2126 | 2130 | 2134 | 2138 |
| 2142 | 2146 | 2150 | 2154 | 2158 | 2162 | 2166 | 2170 | 2174 | 2178 |
| 2182 | 2186 | 2190 | 2194 | 2198 | 2202 | 2206 | 2210 | 2214 | 2218 |
| 2222 | 2226 | 2230 | 2234 | 2238 | 2242 | 2246 | 2250 | 2254 | 2258 |
| 2262 | 2266 | 2270 | 2274 | 2278 | 2282 | 2286 | 2290 | 2294 | 2298 |
| 2302 | 2306 | 2310 | 2314 | 2318 | 2322 | 2326 | 2330 | 2334 | 2338 |
| 2342 | 2346 | 2350 | 2354 | 2358 | 2362 | 2366 | 2370 | 2374 | 2378 |
| 2382 | 2386 | 2390 | 2394 | 2398 | 2402 | 2406 | 2410 | 2414 | 2418 |
| 2422 | 2426 | 2430 | 2434 | 2438 | 2442 | 2446 | 2450 | 2454 | 2458 |
| 2462 | 2466 | 2470 | 2474 | 2478 | 2482 | 2486 | 2490 | 2494 | 2498 |
| 2502 | 2506 | 2510 | 2514 | 2518 | 2522 | 2526 | 2530 | 2534 | 2538 |
| 2542 | 2546 | 2550 | 2554 | 2558 | 2562 | 2566 | 2570 | 2574 | 2578 |
| 2582 | 2586 | 2590 | 2594 | 2598 | 2602 | 2606 | 2610 | 2614 | 2618 |
| 2622 | 2626 | 2630 | 2634 | 2638 | 2642 | 2646 | 2650 | 2654 | 2658 |
| 2662 | 2666 | 2670 | 2674 | 2678 | 2682 | 2686 | 2690 | 2694 | 2698 |
| 2702 | 2706 | 2710 | 2714 | 2718 | 2722 | 2726 | 2730 | 2734 | 2738 |
| 2742 | 2746 | 2750 | 2754 | 2758 | 2762 | 2766 | 2770 | 2774 | 2778 |
| 2782 | 2786 | 2790 | 2794 | 2798 | 2802 | 2806 | 2810 | 2814 | 2818 |
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| 2982 | 2986 | 2990 | 2994 | 2998 | 3002 | 3006 | 3010 | 3014 | 3018 |
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| 3182 | 3186 | 3190 | 3194 | 3198 | 3202 | 3206 | 3210 | 3214 | 3218 |
| 3222 | 3226 | 3230 | 3234 | 3238 | 3242 | 3246 | 3250 | 3254 | 3258 |
| 3262 | 3266 | 3270 | 3274 | 3278 | 3282 | 3286 | 3290 | 3294 | 3298 |
| 3302 | 3306 | 3310 | 3314 | 3318 | 3322 | 3326 | 3330 | 3334 | 3338 |
| 3342 | 3346 | 3350 | 3354 | 3358 | 3362 | 3366 | 3370 | 3374 | 3378 |
| 3382 | 3386 | 3390 | 3394 | 3398 | 3402 | 3406 | 3410 | 3414 | 3418 |
| 3422 | 3426 | 3430 | 3434 | 3438 | 3442 | 3446 | 3450 | 3454 | 3458 |
| 3462 | 3466 | 3470 | 3474 | 3478 | 3482 | 3486 | 3490 | 3494 | 3498 |
| 3502 | 3506 | 3510 | 3514 | 3518 | 3522 | 3526 | 3530 | 3534 | 3538 |
| 3542 | 3546 | 3550 | 3554 | 3558 | 3562 | 3566 | 3570 | 3574 | 3578 |
| 3582 | 3586 | 3590 | 3594 | 3598 | 3602 | 3606 | 3610 | 3614 | 3618 |
| 3622 | 3626 | 3630 | 3634 | 3638 | 3642 | 3646 | 3650 | 3654 | 3658 |
| 3662 | 3666 | 3670 | 3674 | 3678 | 3682 | 3686 | 3690 | 3694 | 3698 |
| 3702 | 3706 | 3710 | 3714 | 3718 | 3722 | 3726 | 3730 | 3734 | 3738 |
| 3742 | 3746 | 3750 | 3754 | 3758 | 3762 | 3766 | 3770 | 3774 | 3778 |
| 3782 | 3786 | 3790 | 3794 | 3798 | 3802 | 3806 | 3810 | 3814 | 3818 |
| 3822 | 3826 | 3830 | 3834 | 3838 | 3842 | 3846 | 3850 | 3854 | 3858 |
| 3862 | 3866 | 3870 | 3874 | 3878 | 3882 | 3886 | 3890 | 3894 | 3898 |
| 3902 | 3906 | 3910 | 3914 | 3918 | 3922 | 3926 | 3930 | 3934 | 3938 |
| 3942 | 3946 | 3950 | 3954 | 3958 | 3962 | 3966 | 3970 | 3974 | 3978 |
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| 4502 | 4506 | 4510 | 4514 | 4518 | 4522 | 4526 | 4530 | 4534 | 4538 |
| 4542 | 4546 | 4550 | 4554 | 4558 | 4562 | 4566 | 4570 | 4574 | 4578 |
| 4582 | 4586 | 4590 | 4594 | 4598 | 4602 | 4606 | 4610 | 4614 | 4618 |
| 4622 | 4626 | 4630 | 4634 | 4638 | 4642 | 4646 | 4650 | 4654 | 4658 |
| 4662 | 4666 | 4670 | 4674 | 4678 | 4682 | 4686 | 4690 | 4694 | 4698 |
| 4702 | 4706 | 4710 | 4714 | 4718 | 4722 | 4726 | 4730 | 4734 | 4738 |
| 4742 | 4746 | 4750 | 4754 | 4758 | 4762 | 4766 | 4770 | 4774 | 4778 |
| 4782 | 4786 | 4790 | 4794 | 4798 | 4802 | 4806 | 4810 | 4814 | 4818 |
| 4822 | 4826 | 4830 | 4834 | 4838 | 4842 | 4846 | 4850 | 4854 | 4858 |
| 4862 | 4866 | 4870 | 4874 | 4878 | 4882 | 4886 | 4890 | 4894 | 4898 |
| 4902 | 4906 | 4910 | 4914 | 4918 | 4922 | 4926 | 4930 | 4934 | 4938 |
| 4942 | 4946 | 4950 | 4954 | 4958 | 4962 | 4966 | 4970 | 4974 | 4978 |
| 4982 | 4986 | 4990 | 4994 | 4998 | 5002 | 5006 | 5010 | 5014 | 5018 |
| 5022 | 5026 | 5030 | 5034 | 5038 | 5042 | 5046 | 5050 | 5054 | 5058 |
| 5062 | 5066 | 5070 | 5074 | 5078 | 5082 | 5086 | 5090 | 5094 | 5098 |
| 5102 | 5106 | 5110 | 5114 | 5118 | 5122 | 5126 | 5130 | 5134 | 5138 |
| 5142 | 5146 | 5150 | 5154 | 5158 | 5162 | 5166 | 5170 | 5174 | 5178 |
| 5182 | 5186 | 5190 | 5194 | 5198 | 5202 | 5206 | 5210 | 5214 | 5218 |

ROME, March 28.

of state and private sector agriculture through the world agricultural markets for price inflation. The proportions would, it is feared, be given unchanged spending and/or fiscal policies, make nonsense of undertakings to which Italy has already given to the Community level of a 1976 public sector deficit.

These undertakings were part of an agreement whereby Italy secured earlier this month a Community-backed loan of \$1 billion and Italian officials and Brussels representatives have been scheduled to meet in the next few weeks to work out a framework for monitoring progress on the overall level of State spending and the way they deficitally finance Italian credit policy.

Ryan, underlining generally,

ROME, March. 28.

to be opposed to such a state of affairs. Arguing that at best, it would not effectively break down the concept of national wage negotiations and return the argument to almost certainly highly disruptive plant by plant bargaining.

Although attributed widely to him by the Italian Press, Signor Baffi has not himself accepted responsibility for the suggestion of blocking cost-of-living payments, and it is possible that the

MADRID March 28

...AND

PARIS, March 28.

1

Israeli Army criticised

Israel's ambassador to the UN, Mr. Chaim Herzog, is being called to Jerusalem for consultations following last week's

By Adrian Dicks

CONTENTS

For the Golf, which with 26,456 units sold in January and February remains West Germany's single most popular model, the price increase is from DM7,995 (£1,631) to DM8,325 for the basic version.

The price of the Passat, Volkswagen's next largest and next best-selling model in its new range, will go up from DM10,190 to DM10,685. There will be larger increases further up the model range, with the luxury Audi 100 rising from DM14,495 to a new level of DM15,285.

It remains to be seen whether other German manufacturers will follow VW's lead on the still buoyant home market.

The Supervisory Board of Volkswagenwerk is expected to approve the company's long existing plans to open its own assembly plant in the U.S., according to sources close to the company, reports AP-DJ from Wolfsburg.

BY DAVID BELL

But is it just the book? Next week-end there is also the premiere of "All the President's Men," the film of the first book by the two Washington Post journalists, Bob Woodward and Carl Bernstein. With Robert Redford and Dustin Hoffman playing the two reporters this film is expected to play to packed houses all over America. Meanwhile the second book—"Final Days"—starts serialization in a major news magazine to-morrow.

President Ford, campaigning in California, was quick yesterday to attack the book saying it wished such reporting did not exist and that he had never seen any evidence to confirm any of the allegations made in the book. But, as the man who pardoned Mr. Nixon, he is more aware than anyone that Watergate still remains a major issue just below the surface. Whether it will become an open issue, and whether these media events will trigger sudden resentment at the pardon remain to be seen.

Suicide threats

Mr. Nixon appears in the book disconsolate and out of control, drinking heavily, threatening suicide, harrying his aides and for many months scarcely bothering with anything other than Watergate. Dr. Kissinger secretly monitoring and transcribing all Mr. Nixon's phone calls, talks scathingly of him as "irrational" and a "madman."

On the night before his resignation, he knelt and prayed with a sobbing President in the Lincoln sitting room in the White House. Tears streamed down his face. Mr. Nixon portrayed beating the floor crying "what have I done?"

Then there are H. R. Hallman and John Ehrlichman, who, like the other Watergate defendants are still awaiting their convictions. Called "Nazis" by Kissinger, they are reported to be still telephoning Nixon right up to the day

As fears for the President's sanity grew, General Hahn, chief assistant in the White House, is reported to have ordered all sleeping pills and other drugs to be removed from the President. Suicide is far from his mind. The fellows in the army have been dealing with this. Some of them leave a pistol in the drawer. Mr. Nixon is said to have

Perhaps more serious, pardon issue should con figure in the campaign, reporters' repeated claim even Mr. Nixon's most lawyers had concluded before he resigned that he almost certainly lying. So them wanted him to qu November, 1973, others his own mouth as he talk

dropped clear hints that he had caused the erasure of the 18 minute gap in one key tape and tried to find a way of linking all the tapes only to be persuaded because he could have got away with it.

But it must be the harnessed picture of Mr. Nixon's last office that sticks in the mind. One night, this picture was reported to have seen him emerging through the White House talking to portraits of former Presidents.

By David Bell

The Upjohn company yesterday became the latest of these to reveal that it has advanced sums of money "for the purposes of securing sales to Government agencies." In a report filed with the Securities and Exchange Commission, the company said it has paid a total of \$2.71m. to employees of 22 foreign companies or their intermediaries.

Presumably the new Commission will be charged with investigating all transactions to this and particularly the export of the Lockheed Aircraft Corporation. However, Mr. Ford, who released only bare facts of the arms deal, said that Wisconsin late last night said that Lockheed would also have to deal with in the context of an international code of conduct on the behaviour of multinational corporations.

The State Department has for some time been working on such a code in the hope that international agreement might put an end to embarrassing situations like that which has arisen over

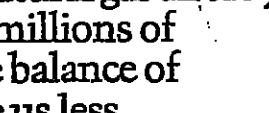
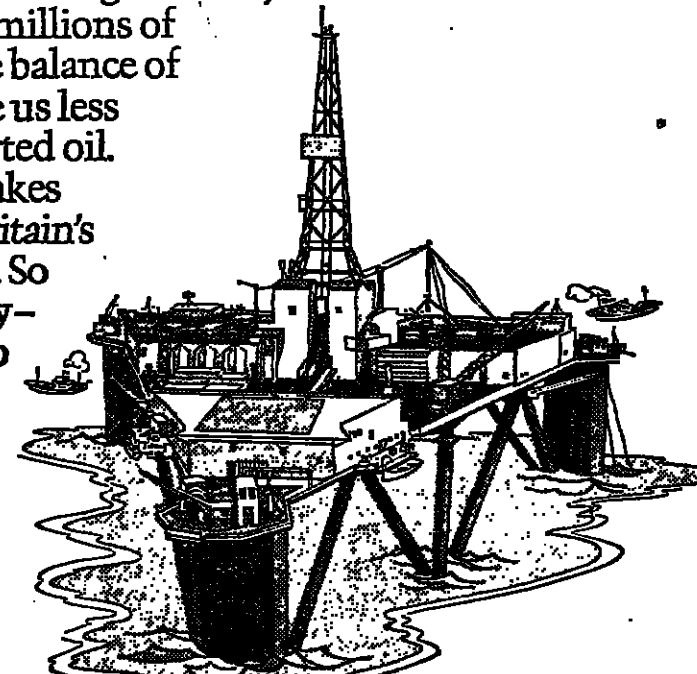
Gas

**HERE TODAY, HERE TOMORROW...
...AND FOR A VERY LONG TIME TO COME.**

The supplies of natural gas so far discovered (and which Britain has been enjoying for about eight years now) will last Britain for a very long time to come.

And, with the firm expectation of further significant finds in the North Sea and around other parts of the coast, Britain can look forward to enjoying the unique benefits of this clean, efficient fuel into the next century.

What is more, natural gas already saves Britain hundreds of millions of pounds a year on the balance of payments, and make us less dependent on imported oil. All of which makes natural gas one of Britain's most precious assets. So please use it carefully—it's much too good to waste.

An illustration of an offshore oil rig with a tall derrick and various platforms, situated in the sea. A small boat is visible in the foreground near the rig.

HOW YOU CAN SAVE GAS AND MONEY

- 1 Use your central heating time clock sensibly
- 2 Turn your thermostat down a degree or two
- 3 Turn off unnecessary radiators
- 4 Insulate your roof space and hot water system
- 5 Have your gas equipment properly maintained and serviced
- 6 Ask at your local showroom for further information about how to save gas—and save money



BRITISH GAS

FLEXIBLE HOURS

BY ROY LEVINE

A lead from the Civil Service

BRITAIN'S 564,000 white-collar civil servants have been given a new opportunity to vary the time they spend at work as a result of a manual on flexible working hours now being circulated to all Government departments by the Civil Service Department.

The manual has been agreed by the CSD with national trade union leaders covering the civil servants. It gives guidance on how flexible hours schemes can be introduced as well as explaining both the mechanical equipment needed to monitor working time and the advance consultations which should take place locally with staff.

It is intended that, against a background of this broad guidance, individual Government offices in London and around the country should initiate their own moves with the only qualification that service to the public and efficiency should not be adversely affected.

Basically, flexible working gives employees freedom to choose their office hours each day apart from during a prescribed "coretime," normally from 10 a.m. to 4 p.m., when all employees must be in the office, or have a supervisor's authority to be absent. Records are kept of hours worked and employees can accumulate extra time spent at work which can be used for additional leave.

The movement towards flexible hours in the Civil Service started in 1972 when it was offered as an extra employee perk to help keep staff during a time of staff shortages. But the advantages of the system go deeper than that. It makes a useful contribution to the efforts of the Civil Service to boost staff morale and improve the quality of working life.

Employees have also generally welcomed the greater flexibility and responsibility involved. In some Government offices, the adoption of flexible working hours has eliminated traffic problems because everyone is not arriving and leaving at the same time. There can be relief for the public transport system, too, during peak hours, as has been noted in some Swiss and Canadian cities.

The Civil Service Department (CSD) hopes that most of the 564,000 white collar Govern-

ment workers will adopt flexible working hours over the next five years. While the bulk will be in the clerical grades, which tend to work fixed hours, there is no formal constraint imposed by the CSD on who can be involved. Indeed, some sectors of the Department of Health and Social Security (DHSS) have been operating systems which range from typists to Under-Secretaries earning £12,000 a year.

The U.K. has been slower to adopt flexible working hours than the Continent. A Civil Service Department manual for Government employees could boost the pace.

In general, though, senior civil servants who have to work long, unpredictable hours may not want to be part of a formal system of flexible working hours. Whole Departments like the Treasury, where even the clerks work exceptionally long hours, may be reluctant to have a system. So may research staff required to work with their equipment during the night.

So far, some 150,000 civil servants have adopted flexible

working hours including 120,000 in the DHSS and Inland Revenue. These two Departments have conducted their own experiments for four years till last summer when they formally adopted the system. The CSD then gave authorisation last November covering all Government departments.

Included in the figure of 150,000 people are some 14,000 employees in other Departments who have adopted the system since November. The main constraint is lack of money

added up and carried forward into the next period. Once again this can be checked by a supervisor. Staff can accumulate up to 11.1 hours (or 10.8 hours in London) enabling them to 14 days credit leave. Staff can take off a few hours on a casual basis for credit hours, but need a supervisor's authority to be absent for a half day or full day or during coretime. They cannot accumulate more than 11.1 credit hours—any excess is ignored.

The disadvantage of a manual system is that it uses up an int of employees' time and hence is costly. The CSD recommends the use of meters to record the number of hours for work-places with fewer than 50 staff and electronic equipment for bigger offices.

Unlike time-clocks, meters record the number of hours worked rather than when an employee starts and finishes work. But the process is similar to clocking-in since each employee has his own key to insert in the meter before he starts work.

Electronic systems are also activated by keys and store the number of hours worked in a central memory. At the top end of the market there are terminals linked to computers that produce weekly time sheets. Costs range widely between £8 to £20 per employee, with an average of around £10.

Under the CSD's code of practice, special credit leave must be given for visits to a doctor, or transport disruptions or trade union meetings, and management can use its discretion for other occasions. Overtime work is agreed beforehand with a supervisor and recorded separately.

From the experiments con-

ducted in parts of the Civil Service, it is clear that there is almost unanimous support for flexible working hours. In both the DHSS and Inland Revenue, over 80 per cent. of staff who had adopted the system did not want to go back to the old system.

There is no evidence, however, that it increases productivity, although both Departments claim it has improved staff morale even though they give no direct evidence like reduced staff turnover. Married women in the Inland Revenue have made more use of the system than the rest of the staff.

At the DHSS staff generally started earlier under the system, took a shorter lunch break and finished earlier. Because work was processed earlier in the day the public received cheques earlier and the remaining office work could be done more effectively.

A fifth of the staff arrived at 8 a.m. and nearly half of them took a 30-minute lunch. Yet only 15 per cent. left before 3.30 p.m. and 4.15 p.m. Almost two out of every three employees took advantage of flexible working hours every day but not many accumulated long credit hours and the average collected was only 3.7 hours.

Enthusiasm for the system is not confined to the public sector. It is estimated that there are 250,000 people in the private sector now using flexible working hours—six times as many as in 1973. The potential is very much greater. According to a recent Manpower Paper issued by the Department of Employment, half the white collar workforce in Britain (of 13m. people) could eventually have greater freedom to decide what time of the day they could begin and end work.

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From the experiments con-

Some companies do not fully understand how to finance new equipment, says a BIM report

When it pays to lease

THE WAY that a company decides to finance the acquisition of new office equipment, whether by outright purchase or leasing, can have important implications for its profits, cash flow, and the amount of tax it has to pay.

Yet a recent survey* of 202 companies by the British Institute of Management indicates that there is a wide divergence in the extent to which companies understand the benefits of leasing. This applies not only to office equipment but also to assets such as vehicles and machinery.

Sophistication

Broadly speaking, there is a tendency for bigger companies to lease while smaller companies, with turnovers of £5m. or less, tend to buy equipment, according to the BIM which assumes this is because there is a greater management sophistication in larger companies.

Although half the companies surveyed had altered their acquisition policies over the past three years, no major trend emerged. But three minor trends were discernible. These were: changes towards the use of finance leases for large assets, towards operating leases, and towards the purchase of smaller assets.

The conclusion the BIM came to is that leasing may be found to be preferable to purchase and certainly deserves to be considered.

It can be particularly useful to a small company, it adds, especially where the proposed project is considerably larger than usual, because it creates smoother cash flow and profit. Overall, the scope for growth may be enormous, says the BIM. About 7 per cent. of all capital expenditure in the U.K. in 1974 was spent on equipment for leasing, which is about one-third of the equivalent ratio in the U.S.

Over the seven years to December 1973, the estimated book value of assets leased by the finance houses rose at an average compound rate of 30 per cent. a year. Growth since then has been even higher in money terms, although real growth, after taking inflation into account, has been negative.

No less than 83 per cent. of companies surveyed by the BIM had bought more than two-thirds of their assets, while nearly a third bought all their assets and did not use any leases.

The BIM also found that a little under half the sample had used finance leases to acquire some assets and that over a third had used operating leases.

A finance lease, normally arranged by a finance house, means the lessee pays the full capital cost of the asset (less the expected residual value) plus a service charge which includes interest and profit. An operating lease is normally provided by the manufacturer of

the asset for which he rents. A further breakdown BIM shows that while were used to acquire equipment, machinery, and office equipment, hire was more popular for a motor vehicles costing £20,000.

Taxation

There is different treatment for assets acquired a lease and those acquired a hire purchase contract. But it is the deductibility from profits purposes. But it is the gets the benefit of capital allowances which allow him off the full value of in its first year. As a this tax position, the is offer favourable rates lessee.

Under a hire purchase tract, an asset is treated as bought, so that the get the benefit of allowances.

The BIM recommends the best way to whether to buy or lease is to calculate the revenues under each using discounted cash principles, where the cash is given current value.

The Lease-Buy Decision, Alan Sykes, BIM Survey Report No. 29, C

ROY

A desk diary that buzzes

BY WILLIAM DULLFORCE, NORDIC CORRESPONDENT

THE TROUBLE with desk diaries is that one can forget to refer to them and so miss appointments. But now the forgetful executive can buy an electronic diary that has a buzzer which reminds him of an appointment at any given time.

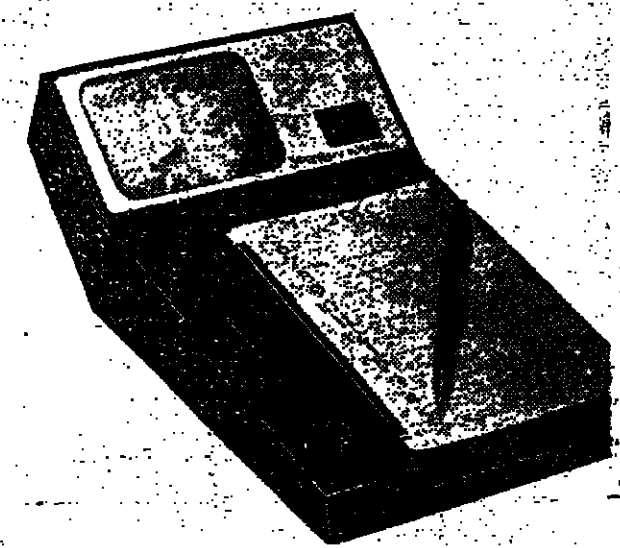
It is being marketed by Esselte, a Swedish concern, and is selling well in the U.S. where the company's first year's target is to sell 60,000 of the units, at \$70 a time. Now it has become marketed in Europe.

All the executive need do to make sure he is reminded of his appointment is draw a short line across the time of his appointment on a diary sheet. By so doing he completes an electronic circuit, setting off a buzzer on the appointed hour.

The buzzer will go on for two minutes (unless cancelled by pushing a button), allowing enough time for him to scramble back to his desk if he is outside the room and within hearing distance.

The electronic diary is compact (10 inches by 6 inches) and consists of a raised clock, a buzzer, and an electronic circuit on which is placed a daily diary sheet. Each sheet consists of a thick black line running almost its full length and shorter horizontal lines indicating 15-minute intervals.

The graphite in a pencil mark linking a horizontal line with a vertical line will complete the



The Esselte electronic desk diary.

circuit and set off the buzzer at the required time. There is space on the sheet for a brief note to explain the appointment or other event indicated by the buzzer.

Esselte hopes to sell between 20,000 and 25,000 of these electronic diaries in Europe this year—not all to businessmen. Danish hospitals, for example, have placed orders for medical staff. Esselte is also considering producing a more conventional book-type desk diary, eliminating the separate diary sheet pad, with a smaller clock and buzzer attachment.

The product, invented by Samreus, a Swedish engineer, is the Swedish-Japanese co-esselte holds the patent but the instrument is by the world's third manufacturer of watches, Citizen.

Its production system on extensive sub-contracts Japan which not only low but also allows flexibility in adjusting ton rates. Citizen's rights in Japan and Asia and is selling about diaries a month.

If your Company has annual travel and entertainment expenses of £10,000 or more, start saving here.

The American Express Company Cards System can save your Company a considerable sum of money each year.

It can also improve your cash flow, tighten expense control, reduce administration and make business travel easier for you and your employees.

The System not only offers direct savings, it is a great deal simpler and more efficient to operate than other expense accounting systems. And it costs very little to introduce into your company.

How does the System work?

Instead of issuing substantial cash advances to your travelling executives, you issue them American Express Company Cards. With the Card they can settle their major bills for business expenses in the U.K. and abroad, and need only the minimum amount of cash for minor, out-of-pocket expenses.

1 You cut cash advanced

With American Express Cards taking care of most expenses, you immediately make a dramatic reduction in the amount of money you have "tied up in floats". This could release thousands of pounds into your cash flow.

To illustrate the point, let us suppose you have 50 regular travellers each with a permanent expense advance of £100. Your company would have £5,000 continually tied up.

With American Express Company Cards in their possession you might not have to advance more than £20 each. Right away you would free £4,000 which could be used as working capital or otherwise invested.

Can you afford to have large amounts of money tied up, possibly incurring a high rate of interest?

Now let us consider the situation when frequent overseas trips are involved. Here the savings become even more significant.

HOW YOU SAVE



2 You are billed on average 45 days after expense

Your savings can increase as much as fourfold through the American Express System. This is because, in addition to cash retained, you are not billed until some 45 days after an expense has been incurred.

This means that instead of having to fund your travelling personnel in advance you get

six weeks extra use of your money, and at no cost. More capital that you can put to profitable use in your organisation.

Are you willing to miss an opportunity to gain this additional finance for your company?

3 You save on currency conversions

The American Express Card is like international currency, readily acceptable instead of cash throughout the world. As a result, travelling businessmen do not have to make repeated currency exchanges which, through charges and unfavourable exchange rates, can be very expensive to your Company.

American Express converts all your bills to sterling.

With today's unstable rates of exchange and high conversion charges, wouldn't American Express Company Cards be more economical as well as convenient?



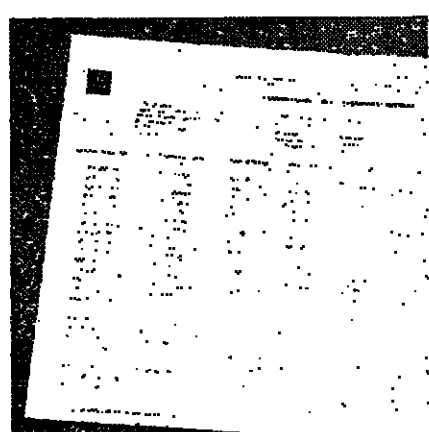
"In times of inflation we haven't increased our travel allowance... my instructions are that everyone use an American Express Card when they travel for every possible bill they can conceivably pay... I'd rather leave my luggage at home than my American Express Card."

Mr R. Topple Esq., Chairman of Aviation Company, Sedgwick Forbes Group.

Like Mr Topple's organisation, well over 150 major British companies are gaining the benefits of the Company Cards System. Here are just a few of them:

Alex Aluminium (UK) Ltd., C.T. Bowring (Insurance) Holdings Ltd., FM Insurance Company Ltd., Ferodo Ltd., The Hogg Robinson Group Ltd., International Distillers & Vintners Export Ltd., Massey-Ferguson (United Kingdom) Ltd., Miss Selfridge Ltd., Noble Denton and Associates Ltd., Rowntree Macintosh Ltd.

In addition, you will not be confronted with missing receipts of undecipherable amounts. Settlement of your monthly invoice is made with one cheque.



Concise, complete paperwork

Every time a card is used the same clear, uniform receipt is issued. Full information on the nature and purpose of the expense can be noted on the back.

You do away with the usual confusing mixture of receipts and checking is made easier for the traveller and accounts staff alike.

Every month your Company receives a statement for each Cardmember giving amount, origin and details of all expenses.

So you have an instant summary of expenses for each employee and, at the same time, it makes expense reports easier to compile and improves accuracy. In addition, your Company will receive a monthly *Status of Account Report* which provides an overall picture of spending on American Express Cards.

At a glance you can see the complete account situation including any unusual activity such as abnormally high expenditures.

Wouldn't it help your Company to save unproductive expensive time in your Accounts Department whilst keeping closer control over expenses?

A powerful business aid

With American Express Cards you and your executives have complete freedom of action to capitalise on business opportunities. You can be in the right place at the right time; fly out at

a moment's notice or prolong a stay without cash problems.

Your employees will appreciate the privileges of having the Card: it is respected and welcomed throughout the world thus the Cardmember carries prestige as well as an 'international currency' in his pocket.

Provides cash in an emergency. If a Cardmember does run short of cash he is still not stranded, he can get it through our emergency cheque-cashing service.

Protection against loss or theft. Provided Cardmembers immediately notify any American Express office, they are protected against loss or theft of the Card. Liability is then limited to £20.

Up to £10,000 of Travel Accident Insurance may be available at no extra cost when a ticket has been purchased on the Card. (Insurance arranged by American Express Company and subject to conditions of cover).

The American Express Card



passport to convenient travel throughout the world

The American Express Card is invaluable for travelling and entertainment throughout the United Kingdom and in over 140 other countries. It is welcomed at many hotels, restaurants, airlines and car hire companies as well as for a wide range of other services likely to be needed by the business traveller. You simply present the card, sign for the bill and leave the rest to us.

Who are American Express?

We are a major financial and travel company of 125 years standing. In addition to providing the Card service to over 7 million members, we offer a complete range of travel related services and financial facilities through a worldwide network of over 600 Company, subsidiary and Representative Agent offices.

Now find out how the System can help your Company

Just by completing and returning this coupon, you can receive complete information on the money-saving, time-saving American Express Company Cards System. On receipt of the coupon we will arrange for our Territory Manager to telephone you for an appointment when he can discuss the System fully and, in particular, its relevance to your Company. Then we can take an in depth look at your Company's travel and entertainment expense

account to see where savings can be affected and to what degree. In addition, you will see how the System fits in with your present methods.

Don't delay—your expenses are costing your Company more than they need. ACT TODAY! You will appreciate that we can only arrange appointments and analysis where substantial travel and/or entertainment is involved.

To: American Express Company, 19/20 Berners Street, London W.1. Yes, I should like to discuss the American Express Company Card System with your Manager, and receive the benefit of an in depth look at my Company's travel and entertainment expenditures.

Name _____ Title _____
Company Name & Address _____
Postal Code _____ Phone No. _____
Number of Executives travelling and entertaining within the U.K. and Ireland. ☐ Number of Executives travelling and entertaining abroad. ☐ 0999

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January 22, 1978

ENTERTAINMENT GUIDE

LABOUR NEWS

Public spending, jobless warnings to Ministers

BY CHRISTIAN TYLER, LABOUR STAFF

PROMINENT trade union critics of the Government's economic strategy warned Ministers at the week-end that without a change of direction on public expenditure and a major attack on unemployment, union co-operation with another round of pay restraint was unlikely.

The warnings that the next stage of voluntary pay restraint might be in jeopardy came 10 days before the Budget, in which the Chancellor is expected to offer significant tax concessions and raise pensions in return for co-operation on a pay norm of about 5 per cent.

The same theme was heard at a rally of 3,000 Left-wing union delegates in London on Saturday.

Geoffrey Drain, general secretary of the National and Local Government Officers' Association, who told a NALGO rally in Leeds that his union would look to the Government to develop policies "more in line with those advocated by the TUC in its economic review."

"The social contract is not Holy Writ, and is in danger if one party looks like abandoning it."

A conference of union negotiators of the Association of Scientific, Technical and Managerial Staffs called for special attention to those earning requirements of the Labour Party manifesto.

This was echoed by Mr. of differentials.

Way eased for new show union

MOVES TO iron out difficulties over setting up a combined entertainment union for television, radio and the film industry were approved at the annual conference of the Association of Broadcasting Staff at Reading yesterday.

The new union, which would be called the Amalgamated Film and Broadcasting Union and have 33,000 members, would be formed by amalgamating the ABS (most of whose members work for the BBC) and the Association of Cinematograph, Television and Allied Technicians (with most of its members in ITV and the film industry).

The merger has been agreed in principle, but an 18-month acclimatisation period, which started a year ago, has been extended to early next year.

Difficulties have arisen out of compiling a common rule-book and the question of shopfloor control over day-to-day union business. In addition the ABS claims that the ACTT wants the new union's rule-book to be the same as its own, which would mean a takeover, not an amalgamation.

The ABS conference, which voted against wage control last year, yesterday called for opposition to "any incomes policy... that limits the Association's freedom to pursue its pay objectives or exacerbates existing pay anomalies."

Union Board seats could encourage militants, says Aims

BY OUR LABOUR STAFF

LEGISLATION to create trade union seats on supervisory company Boards could expose some companies to industrial agitation, according to the free enterprise pressure group Aims for Freedom and Enterprise.

Aims says in evidence to the Bullock Committee of Inquiry into workers' participation in private industry: "Although many trade union officials are responsible and democratic men, we have a large number of Communist, Trotskyist and Maoist whose avowed intention it is to cause industrial strife to bring down society."

Supervisory Boards could be tried as an experiment, but if made compulsory for all large companies would discourage people from investing in industry. This, in turn, could mean "creeping nationalisation" as

companies relied increasingly on State money.

Many companies would be tempted to restrict their growth so as not to qualify for supervisory Boards under the legislation to retain management control.

Trade union leaders themselves could be put under pressure. Moderates might be regarded as "bosses' men" if they cooperated in "reasonable policies" and their position threatened. Militants on a supervisory Board would be pleased to encourage any militancy at shop floor level.

Aims recommends greater worker participation by making works councils compulsory, including a right to vote for non-unionists.

Britain should avoid "a dangerous movement towards blurring of roles, rights and responsibilities."

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Too many doctors 'will be chasing too few jobs'

DOCTORS face mass unemployment in five years if changes in the medical care structure are not made quickly, a conference of junior doctors was warned in Nottingham yesterday.

With medical schools due to take 4,000 students a year by 1980, too many doctors would be chasing too few jobs within the present structure, Dr. Neil Olsen, a registrar in chest medicine, said.

Miners return

Eight hundred miners at Tever-sall Colliery near Mansfield, Nottingham, the only pit in Britain to continue a recent national overtime ban, return to normal working to-day.

New Thornett bid

Mr. Alan Thornett, the Trotskyist Cowley shop steward known as "The Mole", is standing for election this week as chairman of the elected shop stewards' committee at Leyland's car assembly plant at Cowley.

If he succeeds, he is likely to come into further conflict with the management, which has refused to recognise him as a deputy senior shop steward.

Steel protest

Steel union representatives in South Yorkshire plan to protest to Mr. Eric Varley, Industry Secretary, that the British Steel Corporation is considering closing a rod mill at its Stocksbridge works, and transferring the operation to Alloy Steel Rods, Sheffield, a private sector company in which the corporation has a 25 per cent stake.

The corporation says a decision has been taken on the future of the rod-rolling.

Foundry fury

Britain's foundry workers will be asked at their annual meeting at Llandudno in May to condemn Government policy "which is deliberately creating mass unemployment." But other resolutions from the conference of the Amalgamated Union of Engineering Workers foundry section call for unions to unite behind the

management, which has

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Caledonian Lift Trucks, Bellshill Lane, Falkirk Rd., Airdrie. Tel: Airdrie 51111

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And you'll get the same good value whether you choose electric, diesel, petrol or LP gas power. And models are available from 2,000 to 60,000 lb capacities.

In addition, you'll get the unique product support of CAT PLUS - the 100% Cat Dealer service that incorporates the finest financial and technical advice, and the most comprehensive after sales protection.

A Cat-built truck. CAT PLUS support. Can you really afford anything less?

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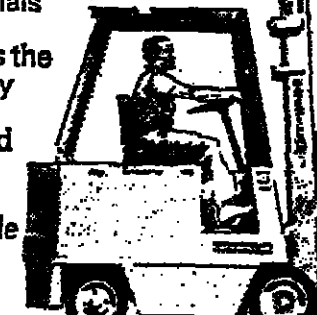
H. Laverton & Co. Ltd., Tel: Windsor 68121

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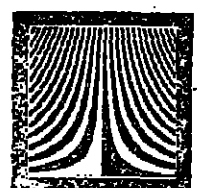
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The Technical Page

EDITED BY ARTHUR BENNETT AND TED SCHOETERS

RADIO & TV

A day's viewing held on discs

HIGH DENSITY video recording by a method which combines laser and optical technologies will make it possible to store as many as 50,000 TV pictures on a single 12-inch disc. This improvement in recording techniques could bring about drastic changes in studio operations, according to RCA.

Still in the development stage, the method and equipment can store a single frame of TV information on three thousandths of a square inch, which represents an improvement in packing density of about 300 times compared with current techniques.

Stored pictures can be accessed and displayed in a random search mode in a fraction of a second. Meanwhile, the equipment can also be used to record motion from film, videotape or live sources.

Ultimately, it is thought that a TV station could broadcast programmes from recordings on such discs, to cover the whole day's operations.

Recording and reply are by medium-powered laser. The first

affects a thin coating applied to the disc surface and as the beam is electro-optically modulated in accordance with the picture scan, the impression left in the recording medium is a copy of the signal.

In the replay mode, the laser beam reads the fine trace and the reflected and modulated signal is picked up and turned back into a picture.

Precise location of the desired track is by an electronic servo system.

The new development is completely distinct from the home entertainment video disc system developed by RCA.

Further information from RCA International, RCA House, Loughborough, Leicestershire, LE11 3EU. (01-499 4100.)



On the disc at right a band only one inch deep can store some 10,000 TV pictures. A dedicated small computer controls the high speed retrieval of the pictures.

SAFETY & SECURITY

Submarine sends TV pictures

ONE OF the most advanced robot submarines arrives in Britain on April 2 to start work on oil installations in the North Sea. A joint British/Canadian venture, the TROV submarine will operate at depths of up to 1,200 feet, from a mother vessel, sending back closed circuit television pictures to a new crude oil pipeline from one of the major North Sea oil fields.

ULS Marine intends to put a second TROV into service early

surface operations it will reduce risk.

TROV will be operated from a base in Peterhead, Aberdeenshire by a new company, ULS Marine, which specialises in survey and inspection services for the offshore oil industry. Its parent company, Undersea Location Services, has been involved in the development of pipeline inspection and survey instrumentation for several years and has applied its experience in equipping the submarine for commercial undersea work.

After sea trials in early April the submarine is planned to begin inspection of a new crude oil pipeline from one of the major North Sea oil fields.

ULS Marine intends to put a second TROV into service early

in July. As well as pipeline duties the company will be offering the vessel for use in docks, harbours, inland waters and marine salvage operations.

Underground Location Services, Bristol Road, Stonehouse, Glos. GL10 3RA. Stonehouse (045 382) 4181-5.

Safety load and unload devices

COMPLYING WITH the requirements of the Health and Safety at Work Act, a range of automatic bar feed and discharge units for use with bar reeling

and bar straightening machines has been developed by Buckley Myers and Taylor, Duchess Street, Shaw, Oldham, Lancs. (07068 45048).

Constructed of steel, with facilities for lateral adjustment during installation, the trough of the feed unit is lined to reduce noise, and bar is moved down it by pneumatically operated pusher. During operation the feed unit is fully enclosed—the trough lid is opened pneumatically from the control console. For automatic loading of bars, the feed unit can be supplied with an indexing table.

The discharge unit is also fully enclosed and is interlocked with the feeder. It can be fitted with a stillage for crane off-loading. The units will handle from 4 to 6-inch diameter and from 6 to 25 feet long.

ELECTRONICS

Provides a complex sequence

A FUNCTIONALLY versatile yet easily operated sequence controller has been introduced by Tempatron which can bridge the gap between multiple timer networks (cheap, but hard to set up) and microprocessor based systems (flexible, but expensive).

This programmable sequence controller (PSC) uses a 30 step by 10 drive pin diode matrix mounted on the front panel: up to ten outputs are controlled, each having 30 equal time steps. When a pin is inserted into the matrix board it sets the unit to operate the relevant output for one time interval.

Three basic modules allow variation and expansion: a control unit determining cycle time and step length with 10 by 10 board, switching unit and ten-output drive; an extension module consisting of a further 20 by 10 board and ten-output drive unit; and a step extension module which is a single 20 by 10 board so that the number of steps per cycle can be increased by ten. Also available is a unit that allows for feed-back arrangements to restrict certain outputs until a particular event has taken place elsewhere. Tempatron is at 5 Lovelock Road, Reading (0734 583033).

COMPUTERS

Awarded Defence approval

FOLLOWING a recent assessment by the Ministry of Defence, Computer Technology has been registered as an approved supplier of computer equipment and associated services to Defence under Standard 082.

The latter evaluates the technical competence of potential contractors before the placing of defence contracts and confirms that only companies with adequate quality assurance arrangements are invited to tender.

Since the company has very little to do to get the award, the inference is that CTL has a very high degree of monitoring and control throughout its manufacturing process.

Installed base in MOD establishments and the three branches exceeds £1m, largely because of the existence of the MODUS operating system on which CTL has spent a great deal of development money.

The company's situation has improved out of all recognition in the past six months with bank debts wiped out and major new contracts in progress.

This is one of the biggest market opportunities. Some 30 per cent will be accounted for by steel work, iron and steel pipes, tubes and fittings. Timber and related products and pre-fabricated structures will total 15 per cent.

Other products include a myriad of other products—from ceramics to plaster, paint and door handles—in their quest to build an industrial infrastructure.

Analysing and forecasting the markets in 18 Middle East countries, the three-volume, 575-page study focuses on the 10 which offer the most lucrative business opportunities: Iran, Saudi Arabia, Iraq, Kuwait, Bahrain, Qatar, United Arab Emirates, Oman, and the Yemen. The territory (bigger than India) covers nearly 2m square miles and has a population of only 56m.

"Distribution in most of the Middle East countries is still in its infancy," the study says, and the shortage of ready-made effective agents has frustrated many enthusiastic would-be exporters. The few agents who are effective are overrun with offers from well-known international sources.

It is imperative for a supplier to know the operations and pitfalls of the various distribution channels in Middle East markets, the study asserts. In Saudi Arabia and Iran, for example, a supplier can use international contractors, in Egypt, Syria and Iraq he needs to trade through State-operated agencies. In all countries it is a risky and questionable "to sell through local distributors and dealers because of the limited quality of many."

One form of distribution is "becoming increasingly attractive," the study points out: joint venture between foreign supplier and local business for assembly or manufacture.

Another pitfall that awaits newcomers to the Middle East is the vital need to modify machinery and equipment to materials to meet the region's intolerably hot, humid and other peculiar climatic conditions. Unique problems in construction work include desert terrain and primitive conditions; equipment must take them very much into account. Filtration and cooling systems must be "double designed" to overcome high levels of dust and temperature.

More from EAS Industrial Consultants, Mill Ash, Radlett, Herts. Radlett 6378.

COMMUNICATION

Finds cable faults

TELEPHONE LINES and coaxial cables can be tested for discontinuity and impedance irregularities using a pulse echo test set introduced by Hunting Hivolt.

The Hivolt test set is a portable unit which can be used at the end of a cable; they are reflected from the faulty location. The time between transmission and detection of the returned pulse provides the distance to the fault. The time displayed on a built-in oscilloscope screen and the location calculated in a few seconds.

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PRODUCTS

Film freed from dust or static

MODEL 541 slide cleaner from 3M removes dust and dirt from slides and film negatives, and neutralises static, electric charges to prevent further dust attraction and formation of "static streaks". It helps achieve the best possible image quality and cuts costs by eliminating rework in photochemical laboratories, slide duplication services and other photographic facilities.

The device consists of two curved rollers which draw slides or film through a fine mist of ionised compressed air at both sides of the slide, removing dust even from the corners of slide mounts. Activation of a button in the lower cleaning head stops the air flow as the slide is passed between the heads, giving convenient one hand operation. The rollers of the heads are controlled air flow, ensuring effective cleaning without any special positioning of the slide—no skill is required. The air flow is cut off again after the pre-set time, user-adjustable from one to ten seconds.

3M at 380 Harrogate Road, London W9 2HU. (01-586 6044).

PHILIPS Data Systems has launched a new suite of programs for the P3000 URC designed to handle solicitors' accounting procedures. Like all library programs for the P3000 Range, this suite is supplied free of charge.

Stored on Philips mini-cassettes, the programs have been designed and written to take care of the special requirements of solicitors' accounting: incomplete records, time recording and disbursements—as well as conventional routines including payroll, purchases accounting and audit trail listing. Philips at Elektra House, Bergholt Rd., Colchester. (0206 5115).

CONSTRUCTION

Mid. East markets to boom

MIDDLE EASTERN markets for construction equipment and materials—at \$625m. in 1973, prior to the oil crisis—rose to \$1,500m. last year and will reach \$2,500m. in 1980, according to a study by Frost and Sullivan.

The study, which was part of a conference devoted to the new military applications of infrared technology, will be held at The City University, London, on March 15-16, 1977.

Development of infrared systems for military use has been available now, and improved infrared components and techniques. The conference will indicate the scope which these developments offer for application in industry: civil operations, science, medicine and biology.

The first session, Infrared Applications, will be chaired by Sir Eric Eastwood, who includes such topics as moisture and temperature measurement, chemical composition analysis, non-destructive testing, inspection, dimensional gauging, safety instrumentation, welding and curing.

SIRA, South Hill, Chislehurst, Kent (01-467 3656).

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IN BRIEF

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FINANCIAL TIMES SURVEY

Monday March 29 1976

Shifting
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Middle East Banking and Finance

The Middle East enjoys about 90 per cent. of OPEC's surplus oil revenues. The Arab countries and Iran are rapidly developing their financial institutions to participate in the recycling process.

THE past year the world adjusted more comfortably to a sudden, dislocating shift in oil prices. A result of a 50 per cent. increase in oil prices in 1974 and the breathing concentration of wealth in the hands of the oil producers, particularly those of the Middle East. The economic still being suffered by industrialised states, not least Britain, and the oil-producing countries must still be as having been inflicted by the quintupling of per capita income in those countries. They have been however, by the relative price stability since the beginning of 1973 and the ability to curb their inflation. Significantly, the IMF now foresees the need for a new round of the facility to help the oil producers to meet the needs of most seriously affected by the OPEC price rises.

1974 the international oil community reacted with a collective challenge to the challenge of OPEC. It was accounted for by the fact that the volume of funds available to the oil producers, which is the very much on the rise, was considerably higher in 1975. A lower price, in production of 10 per cent. and the oil states' interest in increasing their share of goods and services faster than in the previous years led to a surplus to some \$35-40bn. Again the share of it, 90 per cent. was, accrued to the eight members of OPEC and the Arab oil producers—Arabia, Kuwait, the United Arab Emirates and Iran.

Others like Iran and Algeria (which was in deficit) felt the pinch from the drop in production, increased spending and inflation. It was this change in fortunes, of course, which led to a strong build-up of pressure for a price increase of 20 per cent. or more at the OPEC conference last September. The compromise 10 per cent. agreed as a result of determined Saudi opposition and the freeze until next summer will hardly be enough to cover inflation in the nine-month period. Just what the outcome of the next OPEC conference in the summer will be remains uncertain—making predictions about surpluses in 1976 hazardous.

OPEC countries will probably be unable to maintain the same fast growth of imports as in the past two years. Whatever the limits on their absorptive capacity, it can be said with certainty that the 10 per cent. increment of last September will be subsumed by inflation.

Having withstood the first flood, the international complex of money markets and banks has succeeded in channelling petrodollars to investment outlets. In this process there has been increasing participation by the Middle East producing states' own institutions and the encouraging development of the Arab oil funds and development banks, which should increasingly supplement the arrangements between the oil states and the developing coun-

tries, whereby the former undertake a greater responsibility for the risks involved must be welcomed. In turn, this requires a strengthening of the financial institutions in the surplus states.

The proportion of surpluses following to the Euromarkets—37.38 per cent. in 1974—has probably risen in response to higher interest rates. For this reason the amount going to the World Bank in 1975-76 will be much smaller than in 1974-75. Probably, the volume being re-deployed on the Euromarkets is too high for anyone to be complacent about given the risks of insolvency and the problems that could arise when debts come to maturity. In the interests of the surplus oil states themselves, the case for evolving new recycling mechanisms on an international, official basis would appear to be still strong—despite their continuing suspicion of any such proposal.

Given the sums involved, however, the existing machinery can be said to have done well. Inevitably, the oil producers must keep considerable funds in liquid form for budgetary reasons. However, the trend over the past year towards longer-term investment in bonds and real assets should be regarded as positive and healthy. It has been calculated that at the end of 1975 one-third of the oil states' holdings in the U.S. were made up of long-term

government agency and private debt instruments, compared with little more than 10 per cent. at the end of 1974. Less satisfactorily for Britain's payments deficit, there was the marked shift of funds away from the U.K. to the U.S. and other countries.

U.S. Treasury statistics show that the Middle East members received oil revenue of \$78.97bn. out of an OPEC total of \$98.41bn. Because higher per barrel revenues offset a 10 per cent. decrease in production, receipts were 6 per cent. up on the \$74.50bn. estimated for 1974. Imports of goods, however, were reckoned to have increased by no less than 62 per cent. from \$34.90bn. to \$40.46bn., while the collective deficit on service account rose from \$2.08bn. to \$5.09bn. After taking into account non-oil exports, there was an investible surplus of \$38.12bn. in 1975, compared with \$49.98bn. in 1974.

Aid in various forms would have taken perhaps as much as a sixth of the excess revenue of the regions oil states. Statistically speaking, it is a grey area because of the different definitions. Taking the broader one used by the IMF and the UNCTAD (including the oil facility) Arab oil producers and Iran disbursed \$6.1bn. and made commitments of \$11.84bn. In the first half of 1975 their actual outlay was \$3.48bn., and undertakings made totalled \$9.39bn. The weight was in favour of bilateral aid, and most of it went to Arab

countries — with the strongest concentration in Egypt, Syria and Jordan. A major factor here was the Rabat summit conference at which the Arab oil producers pledged themselves to donate in excess of \$1.5bn. mainly to the "confrontation states."

As generators of petrodollars, the UAE and Qatar are on a smaller scale. Within itself the UAE confederation presents a contrast: Abu Dhabi, where the main fields lie, is setting about a long-term investment policy, while Dubai is borrowing heavily to finance industrial projects. The Abu Dhabi portfolio, recently transferred from the old London-based investment board to a new, but still Western-aided, authority in the State itself, probably now controls assets worth about \$2bn. Yet with its surprising propensity to spend and generous aid donations, Abu Dhabi has had little surplus to invest. It amounted to no more than \$50m. last year and is expected to decline further in 1975. Qatar, with a much smaller petroleum output than Abu Dhabi, now has its own investment Board overseeing a number of portfolios and other assets.

These four producers were the only ones which could look with equanimity at the decline in production and—in real terms — income. Already burdened with a heavy debt,

Algeria may have suffered a payments deficit of up to \$2bn. last year. It resorted to the Euromarkets for \$500m. last year and will seek to borrow at least as much in 1976. As a result of big spending on development, Libya's international liquidity fell from \$3.61bn. to \$2.19bn. The reserves of Iraq declined less dramatically from \$3.27bn. to \$2.72bn., but it felt the necessity for raising a loan of \$500m. —none of which is believed to have been drawn upon yet. The smaller non-OPEC Arabian producers, Oman and Bahrain, are both borrowers. Most publicised of all have been the difficulties of Iran, which experienced a payments deficit for the financial year just ended and anticipates a budgetary one for 1976-77.

The pattern on oil wealth in the Middle East is a confused one. So, too, are the financial relations resulting from it. In the context of Arab nationalism it makes no sense to the purist that Algeria should have to turn to Western markets for loans which indirectly Kuwait or Saudi Arabia may contribute to. Creation of an Arab capital market will take time, but the progress being made towards it should not be discounted.

On the Euromarkets Arab institutions, particularly the Kuwaiti ones, are increasingly involved in leading and co-managing issues, including a few in Gulf currencies. More mer-

vestment companies are opening their doors. The aid funds and development banks are expanding their activities and may yet help to create the basis for a secondary market by raising loans and negotiable medium-term paper. Bahrain has added a new dimension by establishing its off-shore banking facility and the UAE may soon follow suit.

Yet the scene is a fragmented one, with a number of regional centres in early stages of development, dealing mostly with Western markets rather than with each other. In this connection, it should be noted, the Middle East was only inconvenienced by the virtual paralysis of banking in the Lebanon: Beirut had pretensions to being a major regional centre but touched little of the oil wealth itself.

As yet there has been no sign of the challenge from Egypt which was anticipated after the liberalisation measures and creation of "free zones."

However, in the Gulf, a homogenous area, moves are being made towards economic unity which could provide the framework for a strong, diversified centre of gravity for banking and finance. Notably, there was the agreement of Kuwait, Bahrain, the UAE and Qatar to unify their currencies at a meeting which Saudi Arabia attended as an observer. The UAE and Bahrain earlier this year went ahead in accepting each other's money as legal tender. The Gulf States have also decided to allow each others' citizens to open businesses any buy property.

On a wider front the Arab oil producers are considering a common unit based on a basket of currencies for use in their joint economic projects. Most Arab Governments have subscribed to the Kuwaiti-inspired Inter-Arab Investment Guarantee Corporation. Agreement on the creation of the Arab Monetary Fund has been reached and awaits ratification by the Arab League. Its aim would be to assist the poorer members with their payments problems, encouragement of trade between them and assistance with economic development. Sooner or later, the Arab world, despite its great political differences, will become a more coherent whole in its financial and banking relationships with the world.

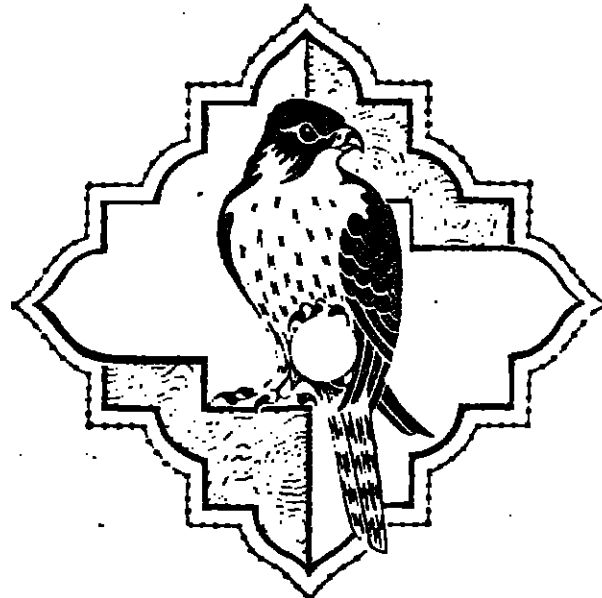
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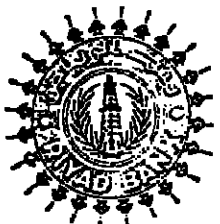
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The merchant's advance

ACCORDING to an attractively produced publicity brochure, itself a sign of the evolution of Arabian merchant enterprises, the Juffali Group of companies would rank among the 300 largest industrial corporations in the United States. The Group's trading activities have established Saudi Arabia as the world's third biggest importer of Mercedes trucks, and the company ranks among the two or three biggest importers of the products of many of the other corporations its represents.

In Kuwait a similarly massive importer, Yusuf Ahmed Al Ghanim and Sons, has become the world's biggest General Motors and Philips Electronics agent—and although, like the Juffali group, the Al Ghanim company is probably the biggest single private trading enterprise in its country, it in no sense eclipses the operations of the other more important merchants.

What is remarkable, by Western standards, about all of these things happening for the succession problem to be taken seriously.

Closely bound up with this issue is the problem of management methods. In all the Arabian merchant enterprises (as in Arabian governments) a great many quite minor decisions are still taken at the top—and for all their Western training and the lip service they pay to delegation, those members of the younger generation who have already taken over their fathers' companies have continued this practice. The consequence is not only that the companies are prevented from making the best use of the highly trained European and American personnel they have in their senior management, but also that on the retirement or death of the older generation there has sometimes been a loss of control, resulting in lower profitability.

In many cases the men who founded the companies or who have presided over their growth for the past 20 years have now reached retiring age, and this has raised the issue of the succession. The sons of the founders may not be as able as their fathers, and they may, in particular, try to Westernise the management style of their companies too quickly or in too superficial a fashion; they may quarrel with their fathers; they may quarrel among themselves and split the companies; or they may simply not want to take over their fathers' positions. There have already been

The latest bottleneck affecting the Juffalis' operations has been a shortage of vehicle number plates.

Potentially the merchants might increase their profits still further (some estimates would suggest by as much as 100 per cent.) if only their operations became more efficient. The most obvious area of inefficiency lies in the decision-making process, but many of the companies also maintain inordinately big stocks, and many are overstaffed with rather low quality junior management.

However, reassuring as the thought of having the potential for a doubling of profits may be, the position of the big importing groups is not invariable. If they allow their businesses to remain static, which must be a temptation in the case of companies whose products seem to have reached a point of market saturation, they may find that rising overheads begin to erode their margins. More significantly they will suffer from competition from new up-and-coming merchant houses, many of which are more aggressive than the established families, and some of which (those being the newer motor car importers) are backing their sales drives with improved servicing facilities. Servicing and spare parts have been weak spots with Arabian motor importers in the past.

It was considerations such as these, plus a desire to gain greater control over the price and supply of the goods they imported, that prompted the Juffalis to enter a joint venture with Daimler-Benz for a Mercedes commercial vehicle assembly plant. This plant is now under construction near Jeddah.

The Juffalis have for some time held stakes in the electricity companies of Mecca and Taif, Jeddah, Medina and Hofuf, and in the Saudi Cement Company in Dammam, which has

recently signed a sales agreement with the Bahrain Government under which a second plant will be built in the Eastern Province to meet Bahrain's requirements.

Although many of the other biggest merchant enterprises Al Ghanim's moves, none of them has yet diversified on so massive a scale.

In Saudi Arabia, rather more than in the Gulf countries, there are families who have had major investments in operations other than trade, for many years. Examples would be the Bin Laden brothers, who in 1966 inherited from their father the world's biggest private contracting company, the Rahi brothers, who have made a huge fortune out of exchange dealing; the Ghosais, who have made big investments in shrimp fishing; the Haji Abdullah Ali Reza company, which has a contract joint venture with Wimpey and Lang; and Abdel-Aziz Sulaiman, who has a contracting company, real estate investments and a big stake in the Arabian Cement Company near Jeddah.

But in the last two years, additions to this list have been fairly limited. The Mahfouz family, which owns most of the National Commercial Bank (the biggest bank in the Kingdom) has gone into insurance; Abdel-Aziz Sulaiman has entered investment banking; and four Ali Reza brothers (the sons of Shaikh Ahmed who runs Haji Abdullah Ali Reza) have branched out on their own to form Xenel Industries. This concern has already established joint-venture companies with Anasconda (for the manufacture of copper cable), Standard Oil of California (crude oil transport), Morgan Grenfell (investment banking in Egypt) and various specialist contracting concerns—but not all of these companies have yet reached the construction or operational stage.

In Kuwait direct diversification into industry by the major merchant enterprises has been much more limited. Abdel Karim Hassawi owns a 'water cooler and refrigerator assembly plant; Abdullatif Thanyan Al Ghanim has a joint venture carpentry workshop and a babies nappy factory; Youssef Ahmed Al Ghanim and Sons has a joint venture with an American company for building steel frames; the Khairis make plastic pipes, steel products (such as boilers) and prefabricated houses; and the Shahrans have a paper and plastic bag factory, an aerosol products factory, a bottling plant for freon gas (for air conditioners) and an envelope factory under construction.

Projects

What has happened in Kuwait (and in Saudi Arabia), however, is that merchant families have formed themselves into groups to undertake industrial projects through private shareholding companies. In Saudi Arabia this has been a fairly recent trend (at present investors are showing great faith in industries to manufacture building materials), but in Kuwait the expansion in size and numbers of private shareholding manufacturing companies goes back to 1965 with the passing of the Industrial Law and the establishment of the Shuaba Industrial Area, in which the Government has constructed the basic infrastructural facilities and laid on cheap power and water supplies.

In both countries private industrial ventures are encouraged by tariff protection, a licensing system which will generally ensure a monopoly for (unless there is clearly room for more than one company manufacturing a particular product), and the possibility of obtaining cheap long- or medium-term finance from new industrial development banks.

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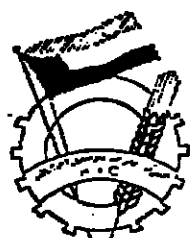
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Survival

In the minds of a few businessmen in the Arabian Peninsula, therefore, the question has arisen of whether, for the sake of ensuring the survival of the companies they have created, it might not be a good idea for them to go public. But so far none has taken the plunge, and as far as one can tell, none has even come very close to doing so.

In a quite different sense some of the companies have reached a watershed in as far as the range of their activities is concerned. Traditionally the merchants' operations have been fantastically profitable because of the huge margins they have built into the price of the products they import; and in the past two years they have done well out of the big increase in Government spending, even though they have suffered from the same bottlenecks that have affected the State development programmes.

Published investment activities by the oil states in the touchy areas of major equity and property purchases also dropped off in Britain last year, as the figure of only \$300m. given by the Bank for other sterling investments in 1975 shows. There was nothing like the previous year's \$107m. take-over by Kuwait of St. Martin's Property Corporation or Abu Dhabi's purchase of a 44 per cent. stake in the Commercial Union building in the City, though individual Arabs and Iranians were busy on the private property front, and equity dealings involving holdings of less than 10 per cent. in any one company continued without much fuss.

The Bank statistics also show that the OPEC states' preference for Eurocurrencies is on the increase. None of the OPEC surplus which came to London last year added to sterling investments, and the \$4.1bn. of the \$4.3bn. total went into foreign currency deposits in the Euromarkets, with another \$200m. in other forms of foreign currency lending to British borrowers.

An outflow of \$300m. from Treasury bills cancelled out the \$400m. invested in British Government stocks and \$500m. in sterling deposits and other sterling investments. In the last quarter the contrast was particularly marked. Foreign currency deposits drew \$1.5bn. while net sterling investments remained nil, \$100m. purchases of Government stocks and a similar amount of other sterling investment being offset by an outflow from Treasury bills of \$200m.

The drop in investment in sterling reflects the currency's decline as a medium for payment of oil revenues. By the last quarter of 1975 the proportion paid in sterling was down to 8.6 per cent. (only \$2.4bn. out of \$28bn.). In the whole year it was 11.4 per cent. (\$12bn. out of \$105.1bn.). This contrasted with the 20 per cent. paid in sterling in 1974 and the 34 per cent. in 1973.

The decline of sterling's share of the OPEC surplus in 1975 was hardly surprising in view of the weakness of the pound for most of the year and the strength of the dollar. Sterling's

weakness wiped out the advantage of the extra 3 per cent. or so that can normally be made on sterling investments over dollar ones. In the past, the oil-exporters' use of London as a repository for their funds helped shore up the pound; recently their lack of interest in it has contributed to the downward pressures on it. This has been continuing this year as first Dubai and then Nigeria transferred funds out of sterling.

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The major interest in Arab share-dealings over the past few months has centred on Lounrho, in which the Kuwaiti company Gulf Fisheries now has a 21.4 per cent. stake. The complicated dealings that have gone on since the beginning of the year have engendered speculation that the mining and industrial group may soon change the base of its operations from London to the Middle East. Edward Bates and Sons (Holdings), the London merchant bank, has already benefited from the purchase last year by an Arab consortium of a 25 per cent. stake in it. Arab business gained as a result of the purchase helped it turn a £15.2m. 12-month loss into a £299,000 pre-tax profit for the six months ending September.

London remains a major centre for the OPEC countries because of its wealth of financial expertise, its importance in the Euromarkets—Iran, Algeria and Iraq have already started borrowing in a big way—and the historical links with the Gulf, which British banks play a big role in the management of official reserves in the Gulf emirates, though the lion's share of Saudi

Arabia's massive surpluses are handled by American banks. 25 per cent. of the Saudi International Bank, the Saudi International Bank, just opened, which is 55 per cent. Saudi and 20 per cent. Bahrain Monetary Agency, the UAE Currency Board, the Qatar National Bank and other institutions. The Qatar Investment Board has a representative of Coutts as one of its members. However, there have been some changes over the past year. The Abu Dhabi Investment Board, which was chaired by Sir John Hogg of Williams and Glyn's Bank, and met in London, has been dissolved and replaced by a mainly indigenous authority based in Abu Dhabi.

Most of the oil states channel their funds destined for London through the big British and American banks, but Kuwait also maintains an investment office with a staff of 30 and the Qatari have one to function in a purely advisory capacity. The Kuwait Investment Office is an arm of the Ministry of Finance's investment department and has its origins in the Kuwait Investment Board, which was set up in London in the 1950s. The Kuwaitis like London for the range of investments available, and the plethora of smaller companies quoted on the Stock Exchange, which provide many opportunities for sound, and discreet, investment.

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Middle East banks have also found London a useful venue for joint banks with Western interests as an entrée into international markets and as a training ground for their own staff. These banks include the Overseas Investment Bank, in which Iranian, British, American, Japanese, West German and French banks have 10 per cent. stakes; UBAF Ltd. (50 per cent. UBAF of Paris, 25 per cent.

London loses some of its petrodollars

THE CITY of London has steadily lost its attraction for oil funds over the past year or so. This is not to say that it does not still have a central role in handling the oil-exporters' money. But the figures published by the latest Bank of England Quarterly Bulletin are a reminder of the decline in attractiveness of London to OPEC investors and of the competition from other centres. Last year Britain was the repository for only \$4.3bn. or 14 per cent. of the oil-exporters' total surpluses of \$31.5bn. In 1974 Britain had attracted some 37 per cent.—\$21bn. out of \$56.4bn. By contrast, the U.S. retained about the same proportion in 1975 as in the previous year—19 per cent.—though the actual amount (\$6.1bn.) was down on 1974's \$11bn. The decline in the total surplus, like that in the U.S. share, reflected rapid spending by the oil states on imports.

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the Treasury has particularly strong ties with Iran, from whom it negotiated the \$1.2bn. loan for British nationalised industries in 1974. A bid to give the City of London a key role in assisting Tehran's development as a financial centre was made at last autumn's Anglo-Iranian Financial Conference, which Chancellors Denis Healey attended along with 70 or so City luminaries. But the U.S. clearly does not intend to be left out, and a counterpart conference was held by Americans and Iranians in Tehran earlier this month.

Peter Field

MIDDLE EAST BANKING AND FINANCE III

Regional centres stake their claims

CIVIL war in Lebanon has probably the most potentially serious impact on the banking development of the Middle East Region in the region last year—was king. The cumulative effect, conceived with only marginal reference to Lebanon, Tehran's efforts to establish itself as a regional financial centre began before the Lebanese crisis. Beirut has steadily been building up its own banking and investment muscle regardless of Lebanon, and to a lesser extent so has Dubai and Abu Dhabi. In fact it is really only Amman and Athens, and marginally Beirut, which have sought to benefit from the demise of Beirut. The reasons for Beirut's prominence until now are well-known. But some are at least worth stressing simply because the other potential centres are lacking in one or more of Lebanon's attributes. Beirut provided a mutually acceptable middle ground, free of political rivalries to operate from where good air and telecommunications offered easy access to the whole of the Arab world, in particular between the rich Gulf and the other Arab states, plus of course contact with the West. Above all else it was ideal as a "feeder" through which the conflict between the Arab world and the West could be managed. For instance, Beirut's decision to go ahead with offshore banking practice, and foreign

languages. It also possessed unrivalled recreational and environmental facilities—a by no means negligible factor in a banker's choice of headquarters.

Euphoria

Thus as the petrodollar euphoria caught on, Beirut seemed the place to establish a Middle East headquarters. Banks rushed to be in Beirut, not so much to take part in the local market, but to ensure access to the wider world, especially in the Gulf and Saudi Arabia. Conditions were not ideal. The foreign banks that bought into Lebanese banks in this period, 1973-74, for instance found themselves limited in their operations by a Central Bank ruling that the volume of business be conditioned by the balance sheet of the banks at the end of 1973 (often before the partnership had had time to expand). The local market was limited by the virtual absence of a secondary market, negligible trade in securities, small scope for rediscounting paper, and an insignificant stock exchange. The Central Bank also operated a conservative policy and discouraged a major expansion of Beirut as a real centre by levying charges on all deposits in the country.

These limitations on the expansion of the local market

also combined with another trend. The strength of the Lebanese banking system had relied essentially upon private capital—funds placed by individual wealthy Lebanese and other Arabs. The dramatic increase in oil revenues from 1973 onwards saw wealth itself begin to play a major part in disbursement, thus carrying out much more banking activity within the country directly themselves. At first last year it seemed, in the hectic search for a new centre, that one place might be able to establish itself. However, now it has become obvious that Beirut in many respects was unique and that there is no alternative. So we are left with a series of places each aspiring to play a greater role. To take the two non-Arab capitals first: Athens and Tehran. Athens initially attracted a flood of "temporary" visitors attracted by its good communications, security for families and liberal attitude to foreign companies. Yet Athens never could or can set itself out as a true Middle Eastern base as much as anything because it cannot really claim to be part of the Middle East. Although it may have attractions for the Greeks, there is little logic for foreign banks to promote a regional financial

centre there, especially as the European markets are so close. The fact that Tehran is not part of the Arab world has been only a small element mitigating its efforts to establish itself as a regional centre. Tehran was the first Middle East capital to set out to establish itself as a financial centre and capital market when oil revenues jumped in 1973. Much was written and talked about its potential, culminating in two large conferences, one with leading U.K. bankers in October 1975 and one with U.S. bankers this month. The general thrust to emerge from these two conferences was that the needs of Iran's own developing economy were such as to put a priority on strengthening the existing banking structure and laying the basis for a local capital market—which yet did not preclude it from subsequently expanding to have a broader regional horizon.

There are 12 foreign joint venture banks (with minority shareholdings) and 40 representative offices now in Tehran. Although there is plenty of local business available, expansion into an international centre remains inhibited by a number of factors. Principal among these are poor communications, and a generally inadequate infrastructure—Tehran has enormous problems to overcome in

this respect before businessmen can operate efficiently. There is a lack of trained staff particularly in the middle echelons plus very limited back-up facilities essential to a financial centre, such as accountants and lawyers. The stock exchange is only just beginning to gain momentum and insurance and life insurance are still in their infancy. Quite apart from this, there are limitations on the activities of foreign banks who cannot run wholly owned operations.

Restrictive policies also limit the potential role of Kuwait. Of the Arab countries outside Lebanon, Kuwait could claim to have the most highly evolved and sophisticated financial institutions. If it had wanted to, Kuwait could have become a much more important centre than it is. Instead a restrictive policy preventing direct participation by foreign concerns in financial institutions severely limits the attractions and potential of Kuwait.

Nevertheless it is clear that Kuwait is destined to play an increasingly important role. As seen elsewhere both public and private Kuwaiti funds have become an increasingly important element in both regional and international investment. For instance private foreign investment is estimated to be now alone worth \$6bn.

Equally interesting is to speculate on the effect of moves, much at Kuwaiti instigation, towards creating a common Gulf currency which would really pave the way for a regional capital market in the Arab world. It is recognised that if United Bank of Kuwait. Already the volume of business is over \$1.5bn. On conservative estimates annual volume will be in determining a common policy on such things as interest rates. The first signs of a small change are already evident in agreement on a joint Kuwaiti-Bahraini bank which will be the first foreign banking venture to be permitted in the state. Although the Kuwaitis will not admit it, there appears to be recognition in private that Bahrain has stolen a march by "going offshore"—something which Kuwait could easily have done if it had so desired.

Bahrain has been the most aggressive in seeking to establish itself as a regional centre—being Dubai or Sharjah. There

is not surprisingly since it does not have the major oil resources of its neighbours yet can capitalise on its geographical position, good communications, a substantial supply of local trained manpower and an open minded society. The decision to turn Bahrain into an offshore banking centre was announced last September but had been under study for nearly a year. The project has been based upon the calculation that the whole region is a lender of foreign exchange reserves to the Eurodollar market. Until now this money has been placed with banks in Europe, particularly in London, or the U.S. Thus Gulf depositors have had to do their business outside the region using outside facilities and outside their working hours. Therefore by allowing the banks, the primary takers of the funds, to open offices in Bahrain, at least some of this business will be done there.

Licences

The Bahrainis also hope that with the island's geographic location half way between London and Singapore (time zones, trading will be permitted in both places—so filling a gap in the world wide financial geography. So far 26 banks have taken up licences to operate offshore. These include most of the blue chip names such as Citibank, Chase, Lloyds International, NatWest, Almon Gulf currency which would really pave the way for a regional capital market in the Arab world. It is recognised that if United Bank of Kuwait. Already the volume of business is over \$1.5bn. On conservative estimates annual volume will be in determining a common policy on such things as interest rates. The first signs of a small change are already evident in agreement on a joint Kuwaiti-Bahraini bank which will be the first foreign banking venture to be permitted in the state. Although the Kuwaitis will not admit it, there appears to be recognition in private that Bahrain has stolen a march by "going offshore"—something which Kuwait could easily have done if it had so desired.

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is evidently a feeling that many of those licensed in Bahrain might opt for the UAE, but there is an anxiety not to upset Bahrain.

In many ways Cairo stands out as the "natural" regional financial centre. The fact that it has so far failed to establish itself as such is not for want of trying by the Egyptians. An investment law has been passed permitting foreign banks to operate in a "free zone" carrying out foreign currency transactions. The Egyptian authorities are also aiming to make the Egyptian pound a freely convertible currency. But despite President Sadat's open door policy to Western finance and industry there are enormous obstacles to overcome. Like Iran, there is a large developing economy to service as top priority. From the foreigner's point of view there is also a seemingly insurmountable obstacle of bureaucracy and poor communications to overcome. Together these negative factors, no matter how well intentioned the Egyptians might be and how anxious foreign financial institutions might be to establish themselves, are likely to inhibit Cairo's prospects.

Amman, the other contender, has also sought to capitalise on the demise of Beirut. But despite liberalisation of investment laws and exchange control to permit foreign operations, no banks have yet seriously considered it as an operational base—although other businesses have. In spite of this, Amman's own financial institutions have expanded demonstrating an increased confidence. Last year the stock exchange witnessed seven issues worth \$114m.

Overall the picture is a healthy one, despite Beirut's problems. Banking practice and the financial institutions are being strengthened as a direct result of this "Balkanisation." While no one capital is likely to establish itself above the others as a regional centre, there are at least a number of smaller centres, which anyway, are probably more manageable by the individual authorities. And this is not to forget that Beirut can still come back into the picture if security is restored.

Robert Graham

Investment operations

PAST two years have seen appearance in the Arabian Peninsula of over a dozen investment banking operations, mostly in the form of partnerships between foreign banks and local investors, from the ruling families and merchant communities.

part the arrival of these banks has reflected the prohibition on the establishment of foreign commercial banks in the Arabian Peninsula. "Off-shore Banking Units" in Saudi Arabia and Bahrain, but at the same time promoters of the new banks have been encouraged by what have identified as a gap in the market in the area of long-term finance industry.

With only three exceptions—being Kuwait Financial Bank (National Bank of Washington and members of the al-Jalal Ghannim and Mazouk), Continental Bank in Amman (Continental Illinois Bank), and a bank under formation in Saudi Arabia—the new joint ventures operating on strictly American investment banking lines, are not engaged in taking deposits or making loans.

One of the investment banks has been operating for much longer than 12 months, and none of them is yet sure of how its business will evolve: several

have already found themselves doing work that has been rather different from what they originally envisaged. But broadly speaking their activities can be divided into three inter-related categories: the management, underwriting and placing of bond issues; corporate finance project development, including consultancy work and feasibility studies; and, in one or two cases on a much smaller scale, equity issues.

Active

Bond Issues: Traditionally the three institutions most active in the international bond business have been the Kuwait Investment Company, the Kuwait Foreign Trading, Contracting and Investment Company and the Kuwait International Investment Company, which, having substantial funds of their own, do not qualify as investment banks in the typical American sense. These companies have placed the bulk of their bonds with the Kuwait Ministry of Finance, and have done little to promote sales on the local market.

The two institutions that have mounted significant retail operations for foreign bonds so far are Kuwait Financial Centre, which places mainly with members of the ruling family; and the investment banking depart-

ment of National Commercial Bank (the largest commercial bank in Saudi Arabia), which has had great success in placing two royal issues, for the Moroccan Government and Spanish Autopistas, with the Saudi public.

It is only in Kuwait that a major attempt has been made to establish a proper secondary market, with the issue by public subscription last November of KD5m, of 64 per cent. three year, bearer bonds by the Industrial Bank of Kuwait.

Corporate Finance and Project Development: Despite the existence of big private-sector surpluses in the Arabian Peninsula countries (and particularly in Kuwait), there is substantial demand for medium- and long-term loans to finance land purchases, property development, and certain types of industrial projects. In Saudi Arabia investors are at present showing enormous faith in such industrial projects as the manufacture of steel bars and mesh, bricks, aluminium frames, and other products which will be needed for the Kingdom's industrial development.

Industrial investors can get substantial cheap loans from the Industrial Bank of Kuwait and the Saudi Arabian Industrial Development Fund; but in Saudi Arabia, where the Fund will provide up to 50 per cent. of a project's capital requirements while investors normally aim at gearings of 75-85 or 80-20, there is generally demand for some 25-30 per cent. of capital requirements to be met by a bank loan.

In both Kuwait and Saudi Arabia, however, long-term finance is in short supply. In Saudi Arabia this shortage stems partly from the conservatism of depositors and partly from the Saudi Arabian monetary agencies refusal to offer any discount or loan facilities; and in Kuwait it stems from the existence of the statutory 7 per cent. ceiling on interest rates. This ceiling makes for a small margin between the rates of interest paid and charged by the banks whenever there are high interest rates prevailing in Europe, and has the additional effect of virtually eliminating the difference between rates paid for long-term and short-term money—thus encouraging depositors with long-term funds to place their money outside the country and inducing the banks to finance business with short-term facilities that are continually rolled over.

It is not surprising, given the small number of banks in the two richest Arabian Peninsula states and their shortage of medium- and long-term funds, that those few cases where local investment banks have managed significant corporate finance operations to date have involved the banks bringing in institutions from outside the region. Thus Oryx Investments (headquartered in Dubai and owned by Arabthoot, Latham, Chartered and leading merchant banks from almost all of the Arabian Peninsula oil exporters) drew on non-Arab sources for three-quarters of the first Eurodollar syndicated loan it managed for an industrial borrower in the Gulf.

The main role of the investment banks in Arabian Peninsula corporate finance, therefore, may be in carrying out feasibility studies, arrang-

ing adequate management for projects and organising the presentation of requests for loans to the industrial development banks and commercial banks.

Equity Issues: Almost all the investment banks are active in putting together joint ventures and partnerships, but in only one or two instances do they see themselves becoming involved in arranging the floating of new companies on the stock markets. These few banks admit, furthermore, that given the inevitable enormous oversubscription of new issues, the management of such issues requires little of the skill associated with the process in London and New York.

There is anyway little demand for outside equity capital by the promoters of companies (even though they demand quite large bank loans), and in those cases where additional equity is required the promoters will generally arrange for contributions from their friends on a private basis. Consequently public companies in the Arabian Peninsula are few in number—running to about a dozen in Saudi Arabia (made up largely of utilities and cement companies), 34 in Kuwait at the end of last year, and a similar number in Dubai though there the public companies are much smaller than in Kuwait.

Contrast

It seems that the development of investment banking and the development of stock exchanges in the Arabian Peninsula will proceed separately, in contrast to the normal situation in the western capital markets.

In Kuwait there is unlikely to be much connection even between the share market and the bond market. This is partly because ownership of Kuwaiti shares is restricted to citizens of Arabian Peninsula oil States (which means that the transfer system is determined by the investor having to establish his identity before buying) whereas IBK bonds can be bought by anybody; and partly because the trade in shares is managed by somewhat unsophisticated (though very canny) stockbrokers, whereas IBK bonds are traded through the banks and investment companies.

In Bahrain and Saudi Arabia nothing is being done by the authorities to develop formal stock exchanges, and in Saudi Arabia a stock exchange would anyway be difficult to run until there are better telephone communications within the Kingdom.

In Kuwait there has for five years been a stock market development plan, devised by a London stockbroker, but apart from a tightening up of reporting procedures applied to public companies, and the recent hiring by the Ministry of Commerce of a building which is now being divided into boxes to accommodate the brokers offices, little has been done to implement the scheme. Kuwaiti brokers are still not intermediaries in the transactions they arrange: in effect they introduce the buyer and seller to each other, and payment goes directly between the two customers.

Only in Dubai is there now a formal stock and commodity exchange, with 40 members, each of whom is required to pay Dhs.5,000 for membership and to provide a bank guarantee for Dhs.50,000. However the

exchange is a very recent innovation—the trade in commodities began in mid-1975, and that in shares earlier this year—and the scope of its operations is still limited.

In addition to some 30 stocks only four commodities are traded—mild steel bars, portland cement, sugar and gold—and it is the trade in ten tola gold bars, averaging some 3,000 ounces daily, that accounts for over 90 per cent. of combined stock and commodity turnover.

Michael Field

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MIDDLE EAST BANKING AND FINANCE IV

SAUDI ARABIA

Inadequate institutions

ONLY 25 years ago, none of the present banking institutions budget deficit was run as late as 1969-70—and its finances mismanaged. The Pakistani that there in fledgling form as a private banking company. But the Saudi Arabian Monetary Agency dom's coffers in 1958—Anwar was not set up to serve as a central bank until 1952. A few years later the NCB emerged, the Riyadh Bank was founded dates from this point, since Ali and foreign banks began to arrive.

The pace of development was inhibited the pace of financial slow, however. The Kingdom development too—the tradi-

tional Muslim reluctance to pay or charge interest, usually circumvented these days by the device of "commission"; and the Saudi preference for cash transactions. The ban on telex facilities until three years ago for security reasons also did not speed progress.

It goes without saying the State finances have been transformed since October, 1973, though whether the financial apparatus has coped adequately is another question. In 1974-75

Saudi Arabia earned about \$28.8bn and spent about \$17bn. In 1976 it is reckoned the country's income will be around \$30bn. Its international reserves as registered by the IMF were \$23.4bn. In January this year, having risen for the fourth month in a row, the \$142bn. 1975-80 development plan is an attempt to absorb this wealth into productive outlets, but the physical and social bottlenecks—mainly ports and manpower—are already obvious. As recently as 1974-75, project expenditure, although at an estimated \$15bn. (\$4.3bn.) it exceeded the previous year's \$10.3bn. or \$2.9bn., by nearly 50 per cent., was still almost half the sum allocated (\$26.4bn., \$7.5bn.). The same goes for the three years before that.

A small but rising portion of Saudi Arabia's vast revenue is set aside for aid to poorer countries. In 1975 its bilateral concessional aid totalled \$901m., \$40m. more than 1974, but this made only a minor dent in the Kingdom's investible surplus.

At the time of Anwar Ali's death in November, 1974, there

was speculation that a State investment corporation was to be set up to handle the investible surplus. Instead, advisers from Barings and White Weld were seconded to SAMIA's investment department and more centralised control of investment policy by the Government was introduced. (SAMIA's headquarters is to move from Jeddah to Riyadh in the next few years.) However, the guidelines of investment policy remain basically the same, with a concentration on deposits in the world's biggest banks, on the marketable debt of industrial countries and on high-quality corporate debt. The Saudis have put less emphasis than the other Gulf states on equity and property purchases.

Awash

The problem for the commercial banks—two Saudi and nine foreign—is not attracting funds but finding good borrowers. Saudi Arabia is awash with oil wealth and there are too few institutions to soak it up. Total assets and liabilities of the commercial banks in

1974-75 went up by 55 per cent. from \$5.9bn. (\$1.7bn.) to \$9.0bn. (\$2.5bn.), and money already there to cope with the supply increased by 40 per cent. With the Government responsible for about 50 per cent. of domestic spending, the banks have not so far played a big part in medium or longer term project finance. Their main role is still import financing and loans for construction. But as the pace of economic development increases, there are signs that some of the liquidity is being mopped up. Deposits in commercial banks rose by 55 per cent. in 1974-75, while loans and advances to the private sector soared by 80 per cent.

Even in the private sector much of the project finance is likely to be provided by a Government institution—the Saudi Industrial Development Fund—which was set up in 1974 but has been in full swing for just over a year. The SIFD lends for up to 50 per cent. of the costs of a project. So far, the average on the \$930m. (\$266m.) committed to 55 projects is 42 per cent. For electricity companies, for which there is a separate financing facility, the average is 80 per cent. Such has been the demand for loans, reflecting the dearth of other sources as well as the "commission" of only 2 per cent. on each loan, that the capital of the Fund has been raised from \$500m. to \$930m. (\$857m.), and the separate electricity allocation to \$1.25bn. (\$357m.). In addition six or seven new project officers have been taken on by Chase Man-

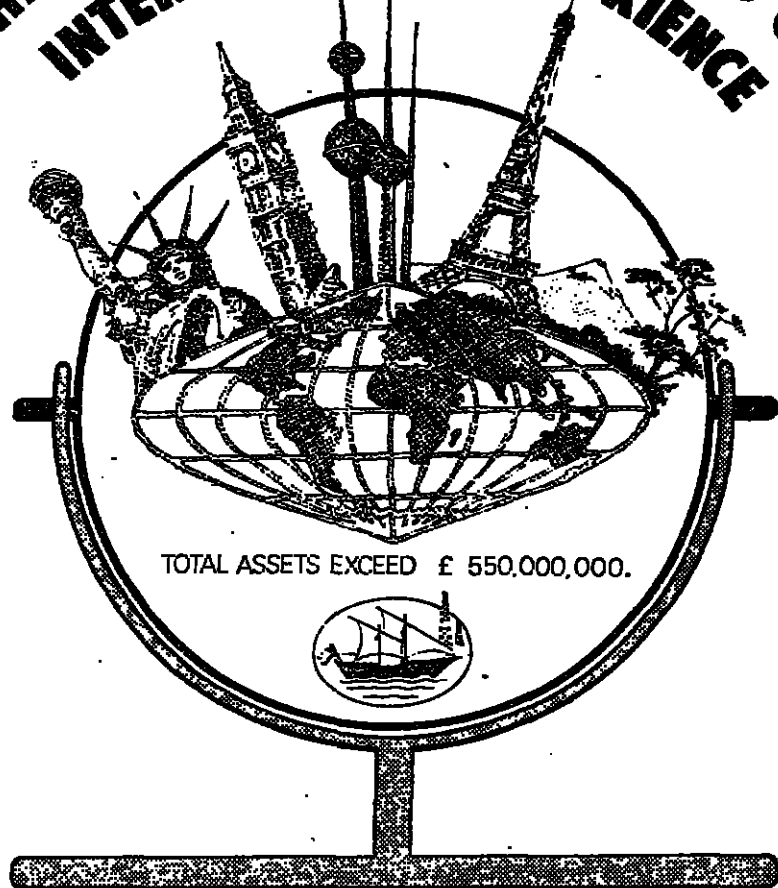
Recent

The lack of other sources of project finance reflects the comparatively recent need for such funds. Much local investment is centred on land and property. To try to satisfy some of the demand, the Government set up the Real Estate Development Fund and raised its capital last year from \$250m. to \$280m. (\$87m.). The Riyadh-based Arab Investment Company, in which 14 Arab states are partners, is meant to engage in local ventures outside the property sector, as well as encouraging development in the poorer Arab countries. The biggest project it is involved in so far in Saudi Arabia is a \$80m. (\$23m.) luxury hotel to be built in Riyadh.

Other State institutions offering domestic credit are relatively small fry. The Agricultural Bank's lending still reaches only some 5 per cent. of farmers. The Saudi Credit Bank lends to low-income citizens for needs such as getting married (71 per cent. of the \$R 25.4m. or \$8.1m. lent by March, 1975) or repairing homes (28 per cent.). A few local embryonic merchant banks have started up—namely the Saudi Arabian Investment Company, Xel Industries and the Saudi Capital Corporation—but their main role so far has been advisory. Foreign banks are known to be eager to get into the field, mostly in partnership with local interests. Chase Manhattan last year got permission from the Federal Reserve Board to hold 20 per cent. of a proposed Saudi Arabian Invest-

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EGYPT

A transition period

EVERY MORNING outside Cairo's biggest offshore bank, the Arab International Bank, dozens of 40,000 account customers wait to slip in before the counters get too crowded. A few blackmarket dealers follow them to hang round the lofty banking hall discreetly offering to buy dollars as the customers leave.

In the past six months what are known as "currency leakages" have changed in pattern as the first foreign banks have opened for business—banks such as American Express and First National City Bank, foreign exchange branches and Chase National Bank, a joint venture bank dealing in Egyptian and foreign currency.

The extent of black currency has probably increased steadily as the Egyptian middle class has indulged itself with consumer goods in the past 12 months, but it would exist with or without these new outlets. The police watch the black marketeers and occasional arrests are made. But the money system in Egypt is in transition and the authorities tacitly acknowledge that a black market is inevitable in a country with a protected and overvalued currency.

The entire banking system in Egypt is in transition with legislative, regulatory and actual changes taking place so fast that the pattern seems to change month by month. President Sadat has pointed out the direction of his economic liberalisation programme but the banks, both Egyptian and foreign, have to feel their way along as they deal with the practical applications.

Joint

The theory is easy. In June 1974, Law Number 43 on the Investment of Arab and Foreign Capital and Free Zones grants Egyptians and foreigners the right to undertake banking business in Egypt in joint venture merchant and investment banks and branches.

Application, however, is another matter. As with any new law the fringes are speckled with grey areas of uncertainty. Law 43 is no exception. One oversight held up the opening of Chase National despite the forceful push given to this joint venture by Mr. Sadat's friend, ship with Mr. David Rockefeller of Chase Manhattan. It was discovered at the last minute that regulations forbade National Bank directors from sitting on the Board of another bank, not even their own new joint venture. Changes were rushed through and Chase National opened on September 15, 1975.

Chase National already has 78 employees, a second branch on the way and a third under study in Port Said. Most of the business, for both foreign and Egyptian account holders, is in hard currency, though observers estimated one-third of business is in local currency. Close rivals for the accounts in foreign currency are American Express International, which has a foreign currency branch and is setting up a joint venture bank (Egyptian-American Bank)—and First National City Bank. Citibank has collected fewer accounts than Chase National since it opened last year, but a Cairo branch office of Citibank, its manager Mr. Jack Goodridge has his eye on the Arab business from Saudi Arabia and the Gulf, by offering them facilities with Egypt and outside exchange control.

Mr. Goodridge is one of the bankers in Cairo who has "got on with the job" even when some aspects of Egypt's fast developing banking regulations are hazy. He explained: "We are consummated with the Cairo. Barclays' International objectives of the authorities, and an offshore venture of Barclays by opening a branch here we International and Banque du

Guiding

A banker with the Wholesale Arab African Bank, the first multi-Arab international bank which was set up as an offshore merchant bank in 1964 with its head office in Cairo, commented "foreign banks should be a means of guiding foreign capital into investments here. The job should be to perform the true recycling process—identifying and promoting viable projects in deficit countries and presenting them as a package to investors."

The Arab African Bank (AAB) concentrates on corporate banking and project finance aimed at free income. In 1972 AAB branched out from foreign trade financing (it has become known for its expertise on grain financing) and with assets last year of \$402m. could be expected to hike its \$10m. capital this year.

Arab International is understood to be planning, to go public in 1976 together with a revaluation of its capital to balance sharp increases in the value of investments in land to be used for hotel building.

While the commercial foreign banks are financing a chunk of the hazy, he explained: "We are consummated with the Cairo. Barclays' International objectives of the authorities, and an offshore venture of Barclays by opening a branch here we International and Banque du

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Continued on Next Page

MIDDLE EAST BANKING AND FINANCE VII

ALGERIA

Foreign debt rises

1976 Algerian Budget fore- which is proceeding slowly. Overall foreign debt is about \$3.5bn, five times more than it was in 1971. Foreign Exchange reserves held by the Algerian Central Bank are around \$500m, mostly in dollars and D-marks. Oil accounts for more than one-third of Algerian gross domestic product and nearly 90 per cent of its foreign exchange earnings.

Algeria has been a motor force behind the North-South dialogue between developed and developing countries and President Boumedienne was an early and outspoken advocate of a "new world economic order" whereby developing countries get a greater share of the world's wealth.

Algeria also has urged OPEC to consider projects that would make it less dependent on Western Finance and Western economies. It is in favour of an Arab bank and possibly of

trying to detach oil prices from the U.S. dollar in order to measure them against a general "basket" which would take inflation into account. It is an Algerian thesis that Western monetary disorder is primarily paid for by Arab and developing countries and that OPEC should try to achieve more financial autonomy. This is directly contrary to the Gulf States' policy of placing their surplus in Western countries in order to carry more weight in world finance and monetary policies.

SONATRACH plans to increase its exports of refined products. Algerian refining capacity is now 5.6m. tons from four refineries. Four more refineries are under construction or in the advanced planning stage. The goal is to exceed 25m. tons of refined products by the 1980s, with most of this being exported. Condensate exports will also increase when new gas treatment facilities at Hassi R'Mel come on stream in 1977. None of this, when and if achieved, will provide Algeria with any surplus revenue since it will all be spent on industrialisation or agricultural development projects, food imports, debt servicing and repayment. However, it represents hopeful future revenue sources.

True to its position as the "maverick" in the OPEC herd, Algeria is an aid receiver rather than distributor. The United Nations has financed some Algerian agricultural projects and both Saudi Arabia and Kuwait have assisted Algeria with sizeable, low interest loans. However, the latter sources may have dried up, for political reasons. Saudi Arabia, fearing an extension of socialism in the Arab world, is backing the Moroccan takeover of the Spanish Sahara and disapproves of Algerian support for the Saharan Arab Democratic Republic. Kuwait is likely to line up with Saudi Arabia and Algeria will have to turn to

Western sources and pay a higher interest for loans needed this year.

Algeria does want to attract investment from industrialised States, but these have to conform to Algerian law. Companies investing in Algerian industry such as the oil and gas industry and peripheral manifestations like plastics, fertilisers, etc., are limited to a maximum 49 per cent. stake in a joint company. A number of foreign firms are operating in this way in Algeria and, after a difficult start, most seem to find it sufficiently profitable to stay.

Credit

Algerian banks are all nationalised. The Central Bank is the issuing institution, controls credit and banking operations and has the monopoly of managing Algerian foreign assets. Three other banks, the Foreign Exchange Bank of Algeria, the National Bank of Algeria and the Popular Credit Bank of Algeria cover all commercial banking operations, take deposits and provide financing and credit for investment. The Algerian Development Bank is the co-ordinating centre for financing public enterprises, disposes of capital made available by the public treasury and may draw on loans from foreign governments and other sources. Banking in Algeria is subordinate to Algerian Government policy.

Algeria has closer and more important connections with American banks than with the City of London. As a former French colony, the first years of Algerian independence were dominated by French financial interests but Algeria is turning more and more to the U.S., the Ex-Im. Bank, as well as a number of American private banks, have loaned money to the Algerian Government and to national companies. Algeria

is presently seeking a \$400m. loan from the Bank of America. Again, as far as industrial ventures are concerned, Algeria is the opposite of other OPEC countries. All important industries are nationalised in Algeria and run by the State. This includes banking, insurance, transport (air, road and rail) metal industries and mining, oil (every aspect up to retail supply) gas, electricity, telephones, nearly all food processing, truck and industrial vehicle assembly. Nationalised companies also produce large quantities of cloth, shoes, pig iron and steel, freight cars, chemicals, electrical products etc. The private sector is limited to small operations, mainly in textiles and consumer goods.

Algeria still has a good rating in the world credit market, but there is clear evidence of a declining trend.

Because oil prices have dropped below 1974 expectations and there has been no increase in oil production, Algerian oil revenues have been lower than projections. On the debit side expenses have increased sharply. Because of both unsatisfactory agricultural production and a 3.5 per cent. demographic rate, one of the world's highest, Algerian food imports are rising and the cost of these and the capital goods Algeria imports for its industrialisation programme has also gone up rapidly, resulting in a balance of trade deficit of between \$500m. and \$1bn.

This of course means that Algeria must seek financing on all capital import purchases. As the level of borrowing mounts, lenders become more reticent. The prospects are, then, stable or slowly increasing, earnings from oil and gas over the next years confronting sharply increasing expenditure, already in excess of earnings.

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Iran

CONTINUED FROM PREVIOUS PAGE

cent. to IR113bn. This rise occurred even though interest rates have been kept low—7 per cent. for savings deposits and 9 per cent. for time deposits. However, the picture is an uneven one because so much business is concentrated in the hands of a few banks. There are the so-called big five commercial banks—Bank Melli, Bank Saderat, Bank of Tehran, Bank Sepah and Bank Ommran. Between them these five banks account for something like 75 per cent. of total customer deposits.

The picture is even more lopsided when one realises that Bank Melli and Bank Saderat between them have 4,500 of the 7,500 bank branches throughout the country. With such a strong deposit base concentrated in so

few hands the 18 other commercial banks often find themselves short of cash, a shortage accentuated by the relatively unevolved inter bank market.

A new problem which all the commercial banks had to face in the latter part of the year was over import financing. This traditionally has been a major part of bank business. Import credits have usually been financed on a three to six months basis. However, with the congestion in the ports and waiting times of up to 120 days, importers were late in repayment. Thus the banks had to turn to the Central Bank to supply considerable sums of bridging finance. With the downturn in imports in 1976 end of the year and easing of port congestion this has now become less of a problem.

It is generally accepted that the commercial banks are still under-capitalised. Banks are permitted to lend up to 15 times their capital. As a result of a series of capital increases over the year all the banks now have a minimum capital of rials 2bn. (\$287m.). But even this is considered too low and the Central Bank envisages a further series of capital increases in the near future. This is also considered desirable in view of the Government's policy to spread share ownership.

At present 12 out of 32 banks have foreign shareholdings. Foreign ownership is limited to 40 per cent., and there has been no indication that this will be reduced despite the law for wider share ownership that restricts foreign industrial ownership to 25 per cent. (and 35 per cent. in the case of high technology). But it is doubtful whether more banks will be allowed to be established as even now, according to some Iranian bankers, the system is overbanked. The last commercial bank to be established was the International Bank of Iran—a venture between Chase (35 per cent.) and the State-owned Industrial Credit Bank (22 per cent.) plus Iranian private shareholders. This was set up in September.

Specialised

There have been some new specialised banks—the Irano-Arab Bank (65/35 Iranian/Arab) for trade in the Gulf, an Irano-Egyptian Bank for investment in Egypt, and three regional banks, the forerunners of a network to cover all the regions in the country to provide low interest credits to agriculture and industry, plus limited commercial banking activity.

In addition, there are some 40 representative offices of foreign banks. Last July attention was drawn to the activities of these representative offices by

a Central Bank circular warning them against the practice of getting round restrictions on carrying out banking activity. This had been done by several representative offices—loans being arranged by them then bringing in people from say Bahrain or Beirut to "formally" negotiate and arrange loans. Citibank in particular was taken to task by the Central Bank for having an excessively large staff in relation to its representative function and, in fact, was ordered to cut its staff and employees from 25 to just three executive staff. These problems have all been sorted out but it did raise the issue of what precisely a representative office should do.

Although foreign bankers have shown great interest in establishing a base in Tehran, over the past few months they have come to realise that the Iranians are anxious to concentrate first on developing their own institutions and strengthening the existing system—to service the economy—rather than immediately aim to create an international financial centre as was originally considered. This message came across clearly from two conferences held in Tehran with British bankers (in October) and American bankers (earlier this month).

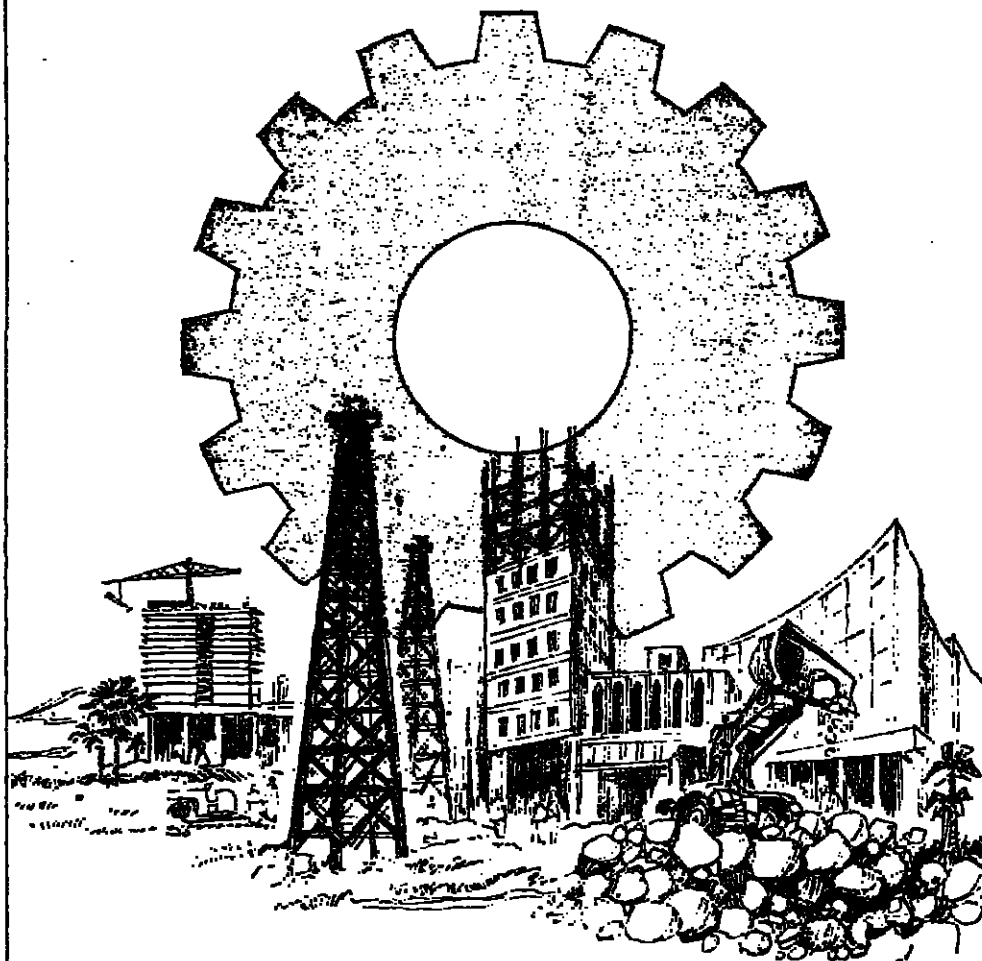
At the height of the euphoria over the potential of Iran's oil surpluses in 1973/74 both Iranians and foreign bankers believed that Tehran could be made an important regional financial centre and capital market. But as the problems of digesting heavily increased investment, coupled with the decline in oil revenues, became apparent, both parties began to adopt a more realistic attitude.

The City of London in conjunction with Iranian financial institutions has established four committees to examine ways of helping specific areas of Tehran's banking and financial institutions, with particular emphasis on training. The American conference, in lower key, went over much the same ground but this time the Iranians were able to benefit from the experience of the previous British conference and the result was probably more useful to both sides.

In any event the fact that in both instances leading representatives of both the British and U.S. financial establishment agreed to come to Tehran to discuss its problems was highly significant. Nowhere else in the Middle East have there been such leading financial figures for a conference. This in itself demonstrates the importance which the international banking community attaches to Iran and the development of its own financial institutions.

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MIDDLE EAST BANKING AND FINANCE VIII

UNITED ARAB EMIRATES

Major decisions to be taken

THE COMING year for the banking scene in the United Arab Emirates will perhaps be the most decisive ever, for its future direction will be shaped by two major forthcoming decisions. The first is whether to allow offshore banking in the UAE; the second is the progress and form that the Gulf monetary union takes.

The idea of allowing offshore banks to operate in the UAE has been circulating for some time, and though Bahrain made the running first, many observers believe that, if given the opportunity, many of those banks currently applying to Bahrain would opt for the greater potential of the UAE. It is

pointed out there that only five of the 27 banks granted licences for offshore business in Bahrain are actually operating.

Undoubtedly some of the banks in Bahrain are waiting to see which way Abu Dhabi will go, but the decision is not as straightforward as that. The whole question of offshore banking could become enmeshed in local Gulf politics, for the UAE Currency Board is actively pushing the idea of greater financial unity among the Gulf countries, and in particular the Gulf monetary union project. As Mr. Ronald Scott, managing director of the Board commented, "we do not want to seem to be

stealing this business from Bahrain." He would not say just how many banks might opt for the UAE, but said there were certainly "several waiting to see what happens." The grand political aspirations for Gulf unity have reached a decisive stage, for if the UAE decided to leave offshore banking to Bahrain, this would not please certain local rulers who stood to benefit from this kind of business coming to the Emirates. The two centres being mooted for possible offshore banking are Dubai and Sharjah—the latter is currently witnessing a banking boom owing to its tax-free policies. But, Mr. Scott added, the Board

might even decide against it.

The project for monetary union of the Gulf currencies seems to be progressing steadily, and at a recent meeting of officials of the four central banks involved, technical decisions were taken relating to the external exchange link, and to the currency unit. These decisions will remain secret for the time being to prevent any profiteering. An interesting factor at the last meeting is that Saudi Arabia sent an observer. Until now, contacts with Riyadh on this question have only been on an unofficial and informal basis. The prospect of Saudi Arabia joining the common monetary union would certainly project the currency into the ranks of international importance, particularly in view of the European currency troubles. The next meeting of the central bankers is due to take place in Doha in June, by when Saudi Arabia's reaction to the project will become known.

Diversify

However, in the immediate future the UAE is looking to diversify its banking scene with the addition of investment houses, money brokers, a working stock exchange and more merchant banks. There seems to be no shortage of applications either, for since the demise of Beirut over 50 such institutions have requested permission to set up in the country. In the past year the banking sector has

seen the beginning of a sophisticated market with the licensing of a money and foreign exchange broker in Abu Dhabi, which has helped to keep banks' money circulating and put to profitable use. The first banking company to be established is Emirates Bankers, made up of local interests with a London broking house, R. P. Martin, and stockbrokers James Capel and Co.

On the retail side, locally incorporated banks are springing up, more often than not combining foreign interests and expertise with local capital. The entry of foreign banks is curtailed now by the two-year moratorium, and Board officials say there seems little prospect of this being lifted when it terminates next year unless there is a substantial increase in business. Foreign banks were recently forbidden to open additional branches in Emirates where they were already represented. Such measures have given a stimulus to the local banks, and during a period of a mere six months last year six more locally incorporated banks were licensed. This brings the total of licensed banks in the UAE to 48. These 48 banks have been given permission to open a total of 349 branches, 202 of which are in operation. This vast number of banks, serving a population of only 603,000, has led to often reckless competition, and in an economy which is racing ahead, a number of the smaller banks have been obliged to take on business rejected by the more established

banks. The booming economy has also led to some over-borrowing, and some bankers find themselves having to advise their clients not to run so fast, to take stock for a while before plunging into the next venture that catches their eye.

Hectic

The Currency Board believes that this hectic competitive pace could lead to dangers in the future, and at its recent meeting decided to impose upon banks a requirement to lodge with the Board a minimum cash reserve ratio equal to 5 per cent. of total dirham deposits and 1 per cent. of foreign currency deposits. It probably will not be a popular measure among the smaller banks, but Board officials feel it will help to preserve a healthy banking sector and give greater protection to the public.

Deposits are steadily increasing, and during the period March to September last year were upped by Dh2.1bn. to a record Dh11.2bn. Total bank credit during the same period amounted to Dh5.7bn. at the end of September compared with Dh3.0bn. the year before. Credit forms 43 per cent. of the total assets of deposit money banks. In Abu Dhabi loans for construction constituted the major part of business, while Dubai, which represented 69 per cent. of the total credit, went for the financing of trade, reflecting Abu Dhabi's construction boom and Dubai's role as an entrepot

centre. Bankers in Dubai are extremely reticent to touch construction financing.

Dubai has always aspired to become the main banking centre of the UAE, with its tradition in commerce and entrepot which is now booming. Others attribute Dubai's success to the ruler's policy of allowing foreign business to come to the emirate and set up in business without the necessity of having a local partner.

It was in Dubai that the UAE's first stock and commodity exchange was recently opened. Though still in its embryonic

stage, officials are hoping it will be quoted 20 companies by the end of this year. It is hoped to make the Dubai exchange a centre for the trading of Arab Gulf companies but, until such companies are established, the scope is limited. In this regard, it is also limited by the traditional family links which change slowly.

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JORDAN

Emerging role for Amman

IF GREAT civilisations in the Middle East have traditionally risen from the ashes of their predecessors, it does not necessarily follow that contemporary financial centres in the Arab world must be built upon the debris of a shattered Beirut. Much free and fast talk has filled the air recently about the emergence of Amman, the Jordanian capital, as a new commercial centre to play some of Beirut's many traditional roles.

The truth of the matter is that Amman has been developing as a business centre for several years past, and has now reached the point where it seeks to open its doors to foreign companies while simultaneously moving to set up the depth and breadth in financial institutions and instruments that are the hallmark of any financial centre. It is not fair to say that Amman seeks to steal the show from Beirut, nor realistic to think that it can. But what is obvious is that the sustained economic boom in Jordan has now compelled the Jordanian Central Bank to take some decisive interventionary action such as the handful of commercial banks in the country has rarely seen from it.

What is happening in Jordan today is that a sustained, planned economic development programme is starting to bear fruit. Since 1973, however, the high pitch of economic activity has also prodded inflation via a massive increase in the money supply.

In 1974, the money supply jumped JD21m. to reach JD170m. and then increased by another JD48m., or 28 per cent. in 1975.

This was primarily due to increased foreign exchange assets in the form of private and public foreign credits and aid, a sharp rise in private remittances from abroad and a rise in domestic bank credits. This fuelled an inflation rate that has hovered around the 15-20 per cent. mark for the past three years, which in turn prompted many people with money to invest to put it into such non-productive fields as real estate and land speculation and commodities.

The Central Bank at the end of last year made a fundamental decision to attack these problems by using two monetary indicators—money supply and domestic credit. The goal was, and is, to reduce inflation, soak up some of the excess liquidity in the system, redirect credits to productive sectors such as manufacturing, building, tourism and mining, foster domestic investment and, as a bonus, spur the country's commercial banks into more aggressive and dynamic policies.

To this end, the Central Bank has just adopted a series of mea-

sures that include:

● a 10 per cent. limit on the increase in commercial bank loans to the private sector (with loans to industrial shareholding companies excluded);

● lowering commercial banks' loan-to-deposit ratio from 80 per cent. to 75 per cent., with an advance guideline for it to fall again to 70 per cent.;

● raising the legal reserve requirement on overdraft deposits from 12 per cent. to 15 per cent., which is an *ipso facto* increase in the banks' legal reserve requirement;

● for the first time ever, intervention by the Central Bank to regulate commercial banks' interest rate structures. A minimum interest rate on savings accounts has been set at 5 per cent. as of March 1 (5½ for three-month deposits, 5½ for over three months), and the minimum lending rate to prime customers has been raised from 7 per cent. to 7½ per cent.

The aim is to contain the money supply while simultaneously exercising some control on the 12 commercial banks in the country (the 12th, to open this spring, is a new branch of Chase Manhattan).

The Central Bank hopes to stimulate further savings by small depositors (the system's bedrock for many years), increase the money supply held by the banks, redirect some bank credits away from non-productive sectors and increase quasi-money (savings and time deposits) at the expense of the excess liquidity which now prevails.

Intention

Simultaneously the intention is that these moves will spur the development of the Amman stock market, a local bond market and some secondary markets, and a general diversification of local financial instruments. A Central Bank source intimately involved with these developments notes that Jordan is at a stage now where its economy needs enhanced financial intermediation "to reconcile a fragmented capital market."

The State has had a good response to its offerings of development bonds (8 per cent. to the public, 6½ per cent. to banks), and seven bond issues, worth more than JD37m., by publicly held companies in the country last year were oversubscribed. Central Bank sources say it will take about a year for Amman's stock market to come into operation, when it will trade company shares now traded privately, Government bonds and State-backed public corporation bonds. About 70 issues will probably be listed when the market opens its doors.

According to the just published five-year plan (1976-80), Jordan will require JD65m. in fresh investment capital in the coming five years. Even if half of this comes from foreign loans, a substantial amount will have to be raised at home, and the commercial banks cannot be expected to come through with long-term financing in view of their history of short-term commercial credits, stress on liquidity and tremendous emphasis on risk aversion as their No. 1 priority.

Rami G. Khouri



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"hot and high," a two-stop operation to London would be necessary. No matter where such stops were sited—such as at Windhoek in South-West Africa and Robertsfield or elsewhere—this would cut the competitive edge of Concorde over a one-stop or even non-stop Johannesburg-London operation by the time it was 145 knots very close to the sonic barrier which South African Airways is buying. To stop elsewhere in Black Africa, moreover, en route to and from Johannesburg, might create political problems that BA would prefer to avoid.

Other Concorde routes that are still being looked at include London-Nairobi service, white to the Middle East, such centres as Tehran, Kuwait and perhaps eventually also Beirut, must be included in the list.

It is against this background that Mr. Kaufman and M. Cavaille, when they meet today, will have to consider what to do about Concorde. If they decide not to build more Concorde's, they will be practically condemning the programme to a further, even swifter, rundown through this summer, as more aircraft reach completion, so that by the time the growth in routes arrives, generating new interest and orders, it may be too late. On the other hand, if they commit more money, they will be risking the existing programme's quarters of starting, and some quarters with no guarantee of success. In some eyes, especially in France, it is a most critical point in the whole Concorde programme. On how it is settled the whole long-term future of the venture depends.

Elsewhere in the Far East and South-East Asia, the U.K. will have to negotiate its super-sonic corridor across Indonesia before regular flights between Singapore and Australia can be made.

Tokyo seems likely to be the most difficult place in land in, however, largely because of the acutely sensitive environmental issue in Japan, especially around Haneda Airport. The big new Tokyo Airport at

MUSIC
Forest Philharmonic Orchestra and Choir, Hertfordshire County Youth Choir and Hanwell Band conductor Frank Shipway, with John Reynolds, Stuart Surtees, John Shirley-Quirk and David Gwynne, perform *The Damnation of Faust*, by Berlioz, Royal Festival Hall, S.E.1, 8 p.m.

Atarah Ben-Tovim (soprano and electric guitar) and John Harper (classical and electric guitars) play music from Elizabethan England, Spain, Israel and India—classics, folk and modern. The Well Room, S.E.1, 8 p.m.

Stan Tracey Quartet. A programme of modern jazz works. Queen Elizabeth Hall, S.E.1, 7.45 p.m.

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FINANCIAL TIMES SURVEY

Monday March 29 1976

BREWING

Everything seems to be going into reverse for the U.K. brewing industry. It used to be taken for granted that its inexorable growth would continue come what may. That myth is about to be exploded. Beer sales are falling and most companies are going to find it very hard to match previous profits and growth.

emand
Is off
aply

YEAR beer production 30.54m. bulk barrels (11.4bn. pints) and 2 per cent. up on the output. This was right with what the industry is to expect since trade to revive in the early 1970s. Up to that time a steady rise in beer sales had put brewers with a major

16 per cent. on the same month in 1975 and, even allowing for special factors such as the one less brewing day and de-stocking by tenants, this represented a real drop of 5 per cent. or so. Then the February figures will show, when eventually released for public consumption, that there was a drop of nearly 8.5 per cent. on February 1975 output and this time there were no mitigating circumstances. Something really seems to have gone wrong in Scotland where production fell by 20 per cent. in February.

The only consolation the brewers have is that the message implied by the falling sales will have been noticed by the Chancellor of the Exchequer and that he might therefore leave the industry alone in the forthcoming Budget.

Along with the steady increase in volume sales over the past ten years has gone "trading up" as customers bought higher priced beers (with their bigger margins of profit). The "kegs" surged forward through the 1960s and the lagers in the 1970s.

for other food and drink products. Now a combination of the squeeze on incomes produced by the voluntary pay limits, short-time working and high unemployment over a long period on one side and the very rapid rise in beer prices over the past year on the other is steadily eroding the customers' ability to go on drinking in the style to which they have become accustomed.

Leisure

The "trading up" to higher priced beers was only one element in the brewers' success in exploiting the leisure boom which accompanied the fast rise in general living standards in this country. They spent heavily on the pubs, making them attractive to women and therefore doubled the potential numbers of customers. Young people deserted the coffee bars for the pubs too, once the pub shrugged off the old "image" that branded it a place that only the middle-aged and older people would find amenable.

The survival of the pub as a "leisure centre" in the face of the onslaught of the television age—an onslaught that has significantly damaged other leisure businesses like the cinema and soccer, for example—bears witness to the marketing skills the brewers employed during the hectic years of change.

The major companies also spread their operations heavily into wines, spirits, soft drinks, hotels and so on. Sadly for them, the prospects for all these operations in the short-term are like those for the U.K. economy, not particularly bright until next year at least.

"Trading down" instead of up began to show itself last year and many brewers believe it too will continue for a while. The process has taken various forms. Customers have been switching from drinking spirits to drinking beer, and from drinking one type of beer to another which is less expensive. They have been moving from the usual outlet they have used to one which offers lower prices—more easily checked now pubs have to put up price lists. They have been taking their beer home to drink instead of going out to the pub. In some cases they have been cutting down on the amount of beer they drink.

Tony Simonds-Gooding, Whitbread's marketing director, put it this way when giving tenants a warning recently that "it's going to be tough in 1976." He

This Survey was written by
Kenneth Gooding

said: "If beer sales drop by 5 per cent. it would be dramatic. Yet it needs only the 20-pint a week man to drink 19 pints for that to happen."

The illustration is vivid and enough to send a shiver through an industry where a very small drop in volume sold can have a big impact on profitability of the production operations. Trading down hits profitability at the retail end of the brewers' business.

As the weather this coming summer can hardly be expected to match that experienced in most areas last year (and the sun sells more beer than anything else so it seems), as tougher drink-and-driving laws are on the way and as the Chancellor might still produce some nasty shocks in the Budget, you can understand why there is a certain air of gloom around the industry.

It has not been relieved to any extent by the knowledge that the industry has been chosen by the Government as one to be examined under the new Industrial Strategy, a strategy which involves taking a close-up look at the 30 major U.K. industries to see if they could do with any State help to boost their efficiency and enable them to contribute more effectively to the balance of payments.

The brewing industry has shown a balance of payments deficit since way back, thanks mainly to the Guinness imported from Ireland. In 1973 the trade deficit reached £22.4m., but was back to a more normal £14.7m. the following year. Shifting beer around is an expensive business and there is not likely to be any great upsurge in exports. But the industry makes a major import saving contribution because it has been able to switch production to Continental-style lagers as Britain developed a growing thirst for this kind of beer.

However, even this situation is not particularly clear because Heineken, Carlsberg, Tuborg, Carling, Beck's, Label and Kronenbourg are all brewed under licence from Continental brand owners and cash will be flowing out to them anyway.

It is some time now since the industry was convulsed by the mergers which produced the major companies and a situation where seven major companies now account for 90 per cent. of

the beer market. There might be some minor tidying up operations but unless the current anti-merger sentiment, which pervades society, fades away the days of the big brewery get-together seem to be over.

As it happens, the two biggest companies in the industry—Allied Breweries and Bass Charrington—both gained new chairmen within the past year and both agree on this point. They both look for a period of consolidation as they try to ride out the current storms. Derek Palmer of Bass is certain his group would run into Monopolies Commission problems if it made any worthwhile bid for another beer group.

Opposed

He remains, too, "totally opposed to diversifications outside the leisure industry. We have a sufficient portfolio of interests without going outside."

Keith Showering at Allied echoes this sentiment. "Over the next year or two it will not be a question of how you can expand. It will be a question of how do you hold on to your existing position." Even in the longer term he will hold out no possibility of "exciting changes in direction for Allied." He is

SEVEN BIGGEST COMPANIES

| Company | Estimated beer market share % |
|--|-------------------------------|
| Bass Charrington | 20 |
| Allied Breweries (trading as Ind Coope, Tetley and Ansell's) | 16 |
| Grand Metropolitan (Watney, Trueman, Webster, Drybrough) | 14 |
| Whitbread | 12 |
| Scottish and Newcastle | 10 |
| Guinness | 9 |
| Courage (part of Imperial Group) | 8 |

U.K. BEER PRODUCTION

| Year | Million bulk barrels |
|------|----------------------|
| 1960 | 26.5 |
| 1965 | 29.6 |
| 1970 | 33.7 |
| 1975 | 39.5 |

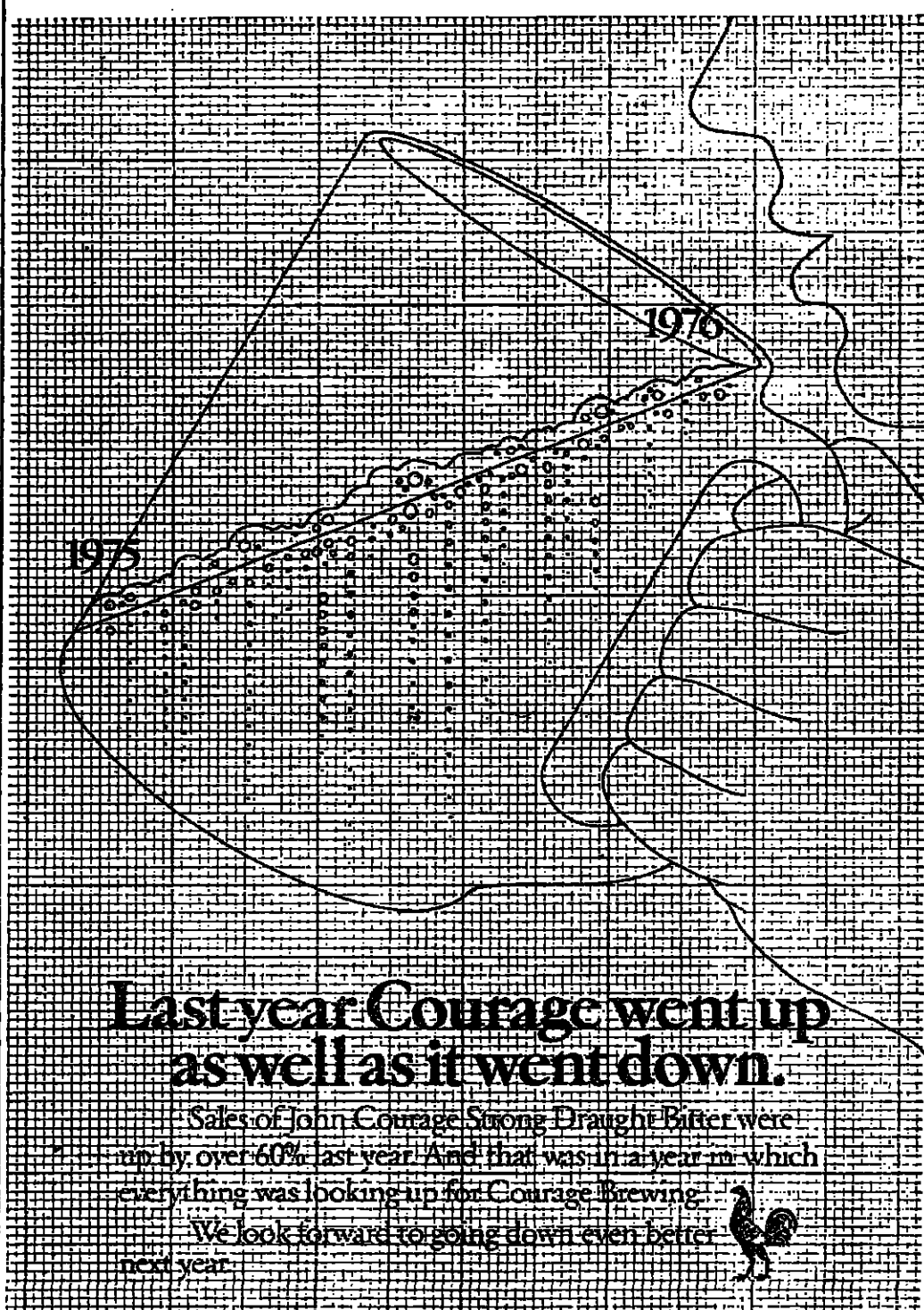
determined that the group should "stick to those areas where we have special skills. We know about running retail properties, including hotels, and this as a business which it already knew something about as well as alcoholic. We will not diversify."

This does not, we must assume, preclude a future bid for Trust Houses Forte in which Allied has a 26 per cent. holding and still sincerely believes would make a lovely marriage partner.

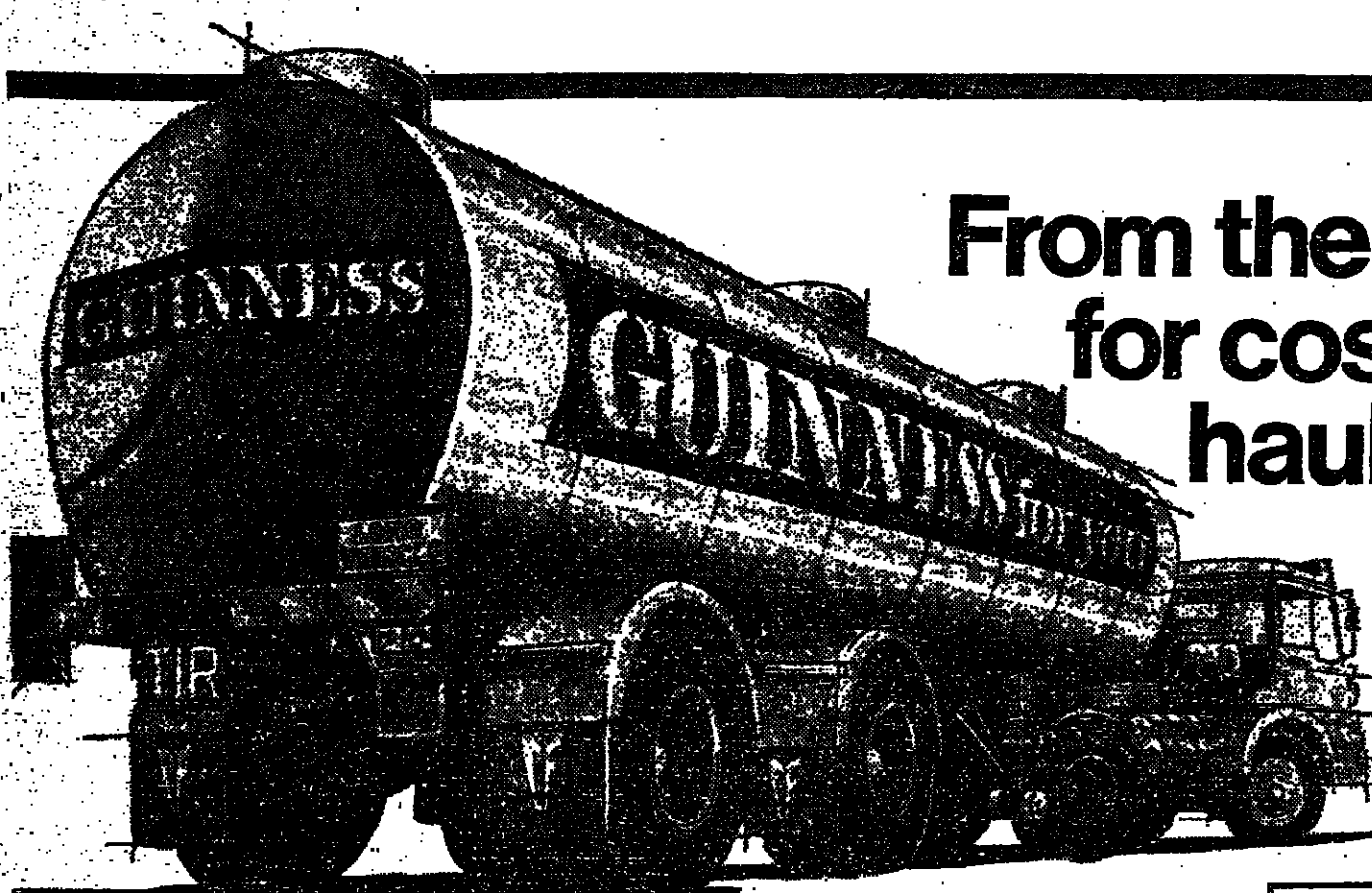
Nor does it preclude more of the kind of bid Whitbread made last year to pick up the Long John International Scotch whisky company. Whitbread saw this as a business which it already knew something about and, in particular, as a way to build up overseas earnings via Long John's sales in Europe.

Ironically, it is the smaller fry in the brewing industry which seem to have the chance of making better headway in current conditions. They have not declined.

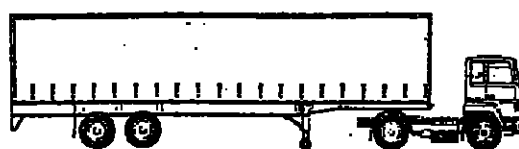
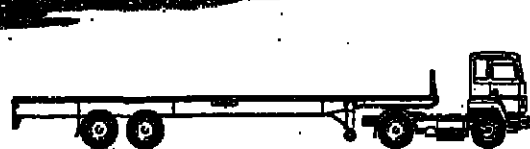
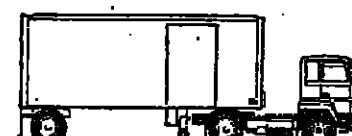
spread their interests so far into the leisure industry and many are still predominantly beer producers and sellers. Also, their beers tend to be the cheaper varieties—the kind customers are supposed to be looking for to-day. On top of that they might also benefit from the revival of interest in "finer" (or cask conditioned) beers, buck the trend and record higher sales this year while total industry volume goes into decline.



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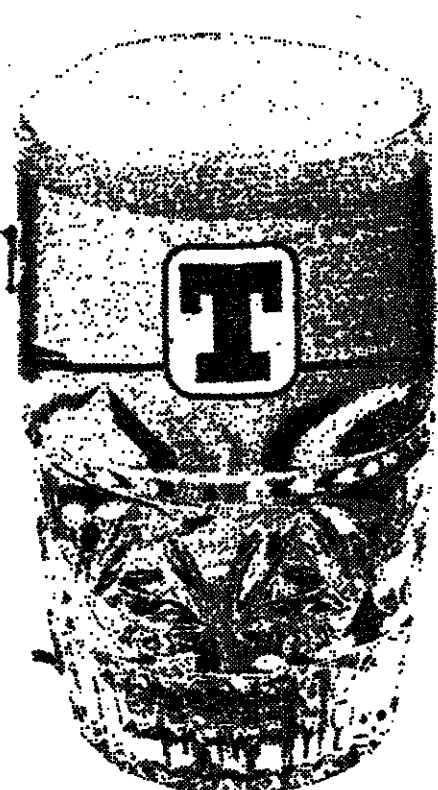
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BREWING II

Changes in the law may have a major impact

TOUGHER drink-and-driving laws, longer pub opening hours and licensed outlets where the whole family—including the children—are welcome could be with us by the end of the year if two important pieces of legislation go through as expected.

Since the end of last year the Minister of Transport has had the report prepared by the committee under the chairmanship of Mr. F. Blennerhassett QC which was set up to look at the drinking and driving laws. We are still waiting for the details to be published and, more importantly, to hear what action the Government might take as a result of the recommendations it contains.

Meanwhile a Private Members' Bill aimed at some licensing law reform passed its first major hurdle last month when it was given an unopposed second reading in the Commons. It now faces the tough task of securing time for a committee stage where MPs can give detailed consideration to its provisions.

The Government is taking a neutral stance on the Bill, being neither for nor against it, although Home Office Minister Dr. Shirley Summerskill said in last month's debate that the Government believed any general reform of the licensing law would best be carried through by Government legislation.

So, of the two possible pieces of legislation, the one more likely to be with us at the year end is the one to do with drinking and driving. We can only make educated guesses about what the Blennerhassett report contains but there are probably four main recommendations it could have suggested.

1—That more accurate testing devices, using improved technology, be used and that the loopholes in the current law which have allowed some drivers to escape conviction be closed.

2—That there be much more severe penalties for those convicted.

3—That there be random testing of motorists and that the police standardise procedures throughout the country in this respect.

4—That the current limit of 80 mg of alcohol per 100 ml of blood which leads to conviction for any driver on the move should be lowered.

In their recent analysis of these possible recommendations, stockbrokers Sheppard and Chase maintained that stricter penalties and random testing would have a serious effect on the consumption of alcohol in the short term.

Apart from heavier fines and the imposition of much longer periods without the use of a driving licence, the Government might also consider establishing two types of offence as is the case in Northern Ireland. One is for those drivers caught just over the legal limit and one is for those well over the limit.

It might be that drivers found guilty of being well over the limit will be unable to apply for a driving licence for some years and, when the application is made, will have to support it with medical evidence that the applicant is no longer likely to repeat the offence.

As for random testing, the impact could to some extent be

judged from the situation in Cheshire last August when the police strictly enforced the existing law and the number of prosecutions rose substantially while alcohol consumption outside the home dropped dramatically.

Amounts

On the contentious issue of a change in the 80 mg limit, the important factor is the British Medical Association's analysis which attempted to show the "accident proneness" of drivers after they had taken various amounts of alcohol.

From the BMA's finding it seems that the degree of accident proneness does not rise materially up to 50 mg but then rises sharply and that any driver with 80 mg of alcohol is probably three times more likely to be involved in an accident than a driver with only 50 mg.

So on this evidence there seems good grounds for suggesting that a 50 mg (or lower) limit, if properly implemented, could make the breathalysers more effective. This is one change which would not require fresh legislation but could be introduced by Ministerial regulations.

The great imponderable about any drinking and driving

legislation is the public acceptance. If the public, on the whole, believes that it is good legislation and deserves support, then the police have an easier job and can more effectively make the new law stick by prosecuting offenders.

So far the British seem reluctant to accept that the man who drives with more than 80 mg of alcohol per 100 ml of blood has committed an anti-social act even though the law says he has committed a criminal offence. This is an offence that people publicly own up to and sometimes boast about.

Unless attitudes change considerably the police will have no incentive to make any new drinking and driving laws operate properly and the effect on the brewing industry will be as short-lived as when the breathalyser made its first appearance in this country in October 1967.

If the Private Member's Bill to change what the sponsoring M.P., Mr. Kenneth Clarke (Con, Rushcliffe), described as "England's complicated, archaic and uncivilised" licensing laws succeeds in making its way to the statute books then the effects will be longer lasting.

Two major reforms are pro-

posed by Mr. Clarke's Bill: extension of public house opening hours so that they open from 10 a.m. to midnight and measures to help the "Continental style" of cafe where adults can children.

The Bill incorporates important safeguards. Although it proposes that children be admitted on certain premises with adults, it insists that this be only in the evening. At the same time Clarke stresses he would not be undertaking from the Brewers' Society that their pubs and their employees would not be open to all the additional

Comment

In the February debate Summerskill made a perceptive comment. She said that it is better if the Government self-dealt with licensing than if Ministers believed reform was necessary after the Erroll report. The report was published in December 1972, since when the Government has treated it as a kind of embarrassment, letting interested parties know that "we will get on to it some day".

This is understandable, subject of liquor law is a sensitive one. Lord E. who as a former Home Secretary had the task of steering existing Licensing Act through Parliament, once told me he had never had a more difficult subject to deal with.

Anyone attempting to tinker with the law under self-confronting public vocal pressure groups with brewers and licensees on the one hand, and the churches, the medical profession, social service and local magistrates also wary.

It is not just one, but Government-sponsored organisations which have insisted Britain's liquor laws be liberalised. Their deliberations covered a period of seven years and involved a tremendous expenditure in time, energy and cash. But ministers are considering.

CONTINUED ON NEXT PAGE

Building programme starts to pick up

ANY TIME NOW Whitbread will bring back to life its project to build a new brewery for the West which will go up at Magers, near Newport, Gwent.

The scheme was shelved for some time when it became a victim of the brewing industry's capital expenditure cuts in 1974-75 after it was caught badly by rapid inflation and the Price Code. Like most other manufacturing industries, brewing had to switch its main attention to the conservation of cash.

The delay has to some extent been a costly one for Whitbread. Original estimates about the cost of the Magers brewery, which will have a capacity of around 1.6m. barrels a year, put it at £13m. By the beginning of 1975—two years after those first estimates were made—the cost had risen to a forecast £30m. So it seems that Whitbread can now face a bill of at least £40m, to £45m, when it goes ahead.

Another aspect of the decision was the industrial relations problems which would have been involved in the closure of Courage's London and Bristol production centres to make a really huge Reading brewery worthwhile.

The Northern Clubs Federation, a company owned by the 650 clubs it supplies with beer, is much further ahead with its brewery currently going up at the Dunston Industrial Estate, near Newcastle. The planned capacity for the brewery is 2m. barrels a year, making it one of the U.K.'s biggest when completed. The NCF had been unable to get permission to expand its 250,000 barrels a year brewery near Newcastle Central station and opted for the new plant instead. The federation paid around £300,000 for the 30-acre Dunston site and managed to persuade the Co-operative Bank to put up a substantial part of the £10m, the brewery is expected to cost.

It was natural that the NCF should turn to this particular bank for help with finance, for the Co-op Bank is already heavily involved with the working men's club movement and it is estimated that more than one-third of Britain's membership clubs bank with it.

completed before inflation ran riot in the U.K. But there are still some other big schemes in the pipeline, apart from Whitbread's.

Courage, the Imperial Group subsidiary, has almost cleared all the planning hurdles before starting next month on its proposed brewing and distribution complex on a site just south of Reading. The brewery will be of moderate size by today's standards with a capacity of up to 1.5m. barrels a year. However, even though Courage would probably have liked to build one four times that size, the capital investment involved was prohibitive. The planned complex will cost at least £38m, as it is. And there will be room for expansion as only three-quarters of the 110-acre site will be covered by the initial development.

It has been the switch in public taste to lager beers that was one important factor in the boom in brewery building during the late 1960s and early 1970s. Whitbread built its Luton brewery specifically to brew Pilsener beer, under licence and then went on to develop another at Sarnesbury in Lancashire with lagering capacity.

The Carlsberg brewery at Northampton, developed at a cost of £14m, was also required following the trading link with Watneys which used Carlsberg as its "house" lager brand.

Harp Lager, a consortium company now owned by Guinness, Courage and Scottish and Newcastle Breweries with Greene King having a very small stake, spent £13m. between 1971 and 1974 to raise capacity at its four lager-only breweries.

Part of the new Courage capacity at Reading will be taken up with the brewing of Harp lager. All this because, while it is perfectly possible to brew English ale at a lager brewery, it is not possible to brew lager without special lagering equipment.

The other factor which played a part in the brewery boom was the spate of mergers from which the major brewing groups developed. Although those mergers had more to do with putting together national chains of pubs and the marketing strength this gave to the groups in their attack on the "free" (or non-brewery owned) outlets, they also left the industry with a great deal of production

Up to 22 per cent. of the cost of the buildings and equipment could be offset by Government grants because the project is in a development area.

The scheme will also attract regional employment premiums. Apart from dramatically increasing its brewing capacity, the new brewery will allow the NCF to brew its own lager brand at last.

It has been the switch in public taste to lager beers that was one important factor in the boom in brewery building during the late 1960s and early 1970s. Whitbread built its Luton brewery specifically to brew Pilsener beer, under licence and then went on to develop another at Sarnesbury in Lancashire with lagering capacity.

The Carlsberg brewery at Northampton, developed at a cost of £14m, was also required following the trading link with Watneys which used Carlsberg as its "house" lager brand.

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tidying up to do. For example when Whitbread gets Magers the move there are three breweries within reasonable distances which would be ripe for closure.

While Bass Charrington's new brewery at Rye was designed to replace old breweries which were the end of their useful life.

Delays in completion of corn saw the scheme caught in the inflationary spiral in the gross cost soared by third to £30m. However, it is entitled to various grants because Runcorn is a development area and has been able to sell off old breweries to help offset the cost. Even so the net cost rose to £16m, to between £20m and £25m—still leaving the project extremely viable.

Runcorn is a brewing packaging complex with capacity of 2.5m. barrels and could cope with up to 10 per cent. of the group's beer requirements. A phase at Runcorn is also planned—but will not place for about five years the meantime more capacity is being added.

Cost of around £2.5m, the new room for Bass to brew newly-acquired brand T for the U.K. And, as evidence of the impact of on brewing industry investment, Harp is also having to again and also to cope with new brand—this time Kr. bour. The company is expanding its Manchester brewery at a cost of £2.25m. (the latest development was completed only last June) to up capacity from 60 barrels a year to 1.4m. barrels a year. Like Bass, Harp will invest new fermenting capacity refrigeration plant.

Equipment

Part of the new Courage capacity at Reading will be taken up with the brewing of Harp lager. All this because, while it is perfectly possible to brew English ale at a lager brewery, it is not possible to brew lager without special lagering equipment.

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BREWING III

Lager now setting the pace

BEER DRINKERS of which closed down or were phased out some other way.

Currently some marketing men feel that perhaps the big brewing groups went just a little too far with this brand rationalisation. Anthony Tennant at Watney is one of them. He points out that customers have a great deal of loyalty for their "local" brews and his group aims to have good local draught beers available in most of its trading area.

Revival

To some extent the revival of the marketing men's interest in the "local" beers has come about because of the activities of the devotees of "finer beer". This is sometimes misnamed "real" beer because it leaves the brewery in an active condition and is not pasteurised like the kegs or lagers.

All the major brewers have reacted to the Campaign for Real Ale (CAMRA) by pointing to the "finer" beers they already have in their portfolios and have been giving these brands more attention than they have had for many years. For some of the small brewers this renewed interest in "finer" beer has been very important indeed. It has given many of them a marketing "plus" they have not had for decades.

Perhaps the most extreme example of what CAMRA and "finer" beers have achieved in recent years is the story of CCH Investments which bought the Bellhaven Brewery in Scotland mainly to service the group's hotels in that country. Since the hotel and leisure end has suffered dramatically in the recession, the hotels are gone and CCH is now getting most of its profit from the brewery.

Another pointer to what is happening in the beer market came earlier this month from North Country Breweries. (For those who still say: Who? NCB is what was once called Hull Breweries before it was acquired and revamped by what was once called Northern Dairies and is now Northern Foods). Chairman Nicholas Horsley reported that because "in line with national trends," sales of packaged beers fell in the last financial year, NCB was to withdraw from packaged beer production. The company is to make arrangements with other brewers to sell their packaged beers in exchange for them taking more of NCB's draught.

Mr. Horsley is not alone in believing that packaged beers will remain in a "no-growth" situation at least until 1985. Forecasts produced early this year by the Brewers' Society Statistics Advisory Group showed the majority of the experts predicting that packaged beers would account for 10m. barrels in 1985 against 10.1m. last year.

However, within that overall "packaged" beer total they expected sales of canned beers to double and those of the bottled varieties to fall by more than half. This obviously reflects the developing role being played by supermarkets (which prefer cans) in the take-home beer trade.

The rising flood of demand for lager has been, generally speaking, bad news for the smaller brewers. Unable to afford the high-priced equipment needed to make lager (you can brew English "ale" in a lager brewery but you can't brew lager in an "ale" brewery) some of them attempted to jump on the bandwagon by producing what they call lager by using different types of hop and yeast and by storing the beer a little longer. Certainly it is the

length of time for which the beer is stored which is one of the basic differences between "ale" and lager. But the fermentation process is also a vital element.

In the brewing of "ale," yeast collects on the surface of the beer during fermentation and is skimmed off—so the process is known as "top fermentation." Lager is subject to "bottom fermentation." The yeast, after working in the beer, sinks to the bottom of the vessel and is retrieved after the beer has been run off on its way to a second period of fermentation. Those brewers who produce "top fermented" beers they called lager have a rather strange product and one which often deserves the industry's term for such beer—"bastard lager."

But how else were they to react when lager sales were growing at a steady 20 per cent. a year against a total market going up at only 3 per cent. During the past ten years lager sales have grown 12-fold, from 600,000 barrels to 7m. barrels (there are 288 pints to the barrel) while the total market is up only one third from 30m. to 40m. barrels per annum.

If they were to get any of this business they had to make some attempt to join in with

the big boys in the industry, who, it must be said, produce their lagers in the approved Continental manner.

It is the major groups which dominate the lager market and the market shares show by just how big a margin. There are no official ratings but no one in the industry would argue very much about the figures quoted below.

Bass Charrington's two brands, Carling Black Label and Tennents (the brand name used for the same beer in Scotland), have 27.7 per cent. Harp, the brand owned by a consortium consisting of Guinness, Courage and Scottish and Newcastle with equal shares and with Greene King having 2 per cent., accounts for 24 per cent. Skol, the Allied Breweries brand, has 16.6 per cent., and Heineken, brewed in the U.K. by Whitbread under licence from the Dutch group, 15.2 per cent. Carlsberg, now wholly owned in the U.K. by United Breweries of Denmark but retaining strong trading links with Watney and Watney's parent Grand Metropolitan, 12.5 per cent. That leaves 4 per cent. for the others to share.

This year, however, some with price and strength than place in the U.K. lager market.

Both Bass and the Harp consortium are already embarked on campaigns for lagers new to their portfolios. Bass has taken on the Tuborg brand while Harp has introduced Kronenbourg. Apart from spending hefty sums on advertising and promotion for these brands, both Bass and Harp are spending in the region of £3m. each on providing production facilities for them.

All this follows another development over the past year or two. Lager drinkers have begun to seek a choice between the standard-priced lagers sold on draught and the higher-priced premium lagers.

Opportunity

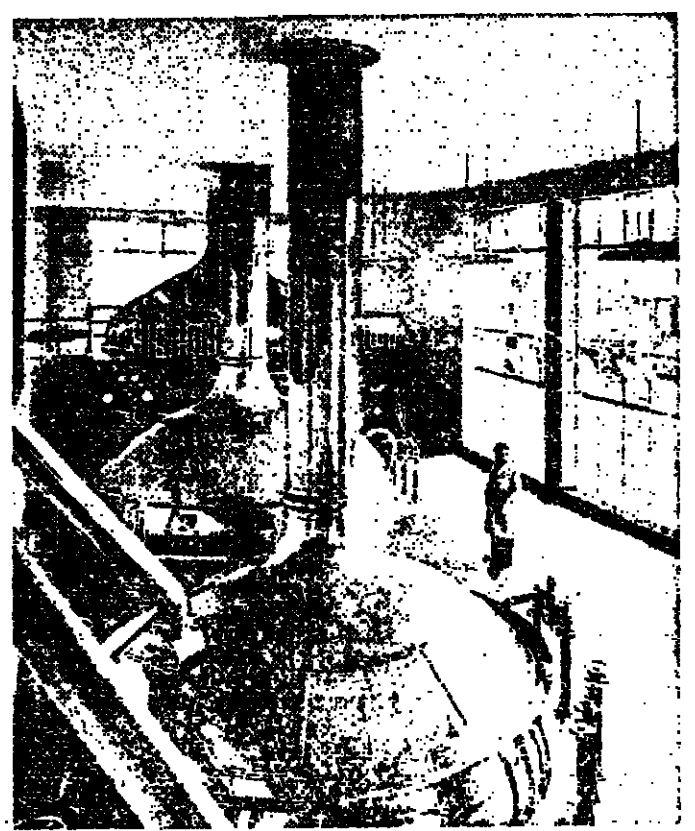
"This process, which marketing jargon describes as 'segmentation,' will continue and we believe that our best opportunity of ensuring that this future increases in lager sales will be achieved by developing against an estimated 8.35m. in 1975-76, given that total beer sales continue to progress at a steady 2.5 per cent. a year. They also have no doubt which types will suffer. Mild is one of

selling to the important "free" (non-brewer owned) outlets—some 18,000 pubs, 25,000 off-licences and 28,000 clubs at the last count. It would be difficult for the salesman to differentiate between two styles of lager carrying the same brand name. He could not praise one without appearing to denigrate the other. "Instead of one brand with two qualities we wanted two brands with different qualities," is the way Mr. Mitson puts it.

Bass takes the view, too, that no single beer brand in the U.K. is likely to sell much more than 2m. barrels a year (576m. pints). Only Guinness, which is in a special category of its own, sells more than that. If Carling-Tennents sticks at that level while the lager market continues to increase, Bass would obviously lose some share of the market.

Both Bass and Harp agree that by 1984-85 lager production should reach 15.8m. barrels against an estimated 8.35m. in 1975-76, given that total beer sales continue to progress at a steady 2.5 per cent. a year. They also have no doubt which types will suffer. Mild is one of

Segmentation has more to do with price and strength than beer business will also decline. With brands but there is the And even bitter is among the problem of identification when vulnerable beers.



The brewhouse at the Skol lager brewery in Alloa, Scotland.

up-and-coming beers have lately hit sales of mild. By 1989 that share was to 24 per cent. and last year was under 14 per cent. decline was to some extent

to improving standards because mild was, and particularly popular in industrialised areas like Midlands, South Wales, and Riding of Yorkshire in North-East. It was the link to replace lost sweet, ple leaving work places el mills. Most industry ers expect that mild will e to decline in popularity than any other style of the 1970s progress.

mergers of the 1960s produced to-day's giant with national and inter-coverage were followed realisation on the pro- front. Small, out-of-1 uneconomic breweries sed down to make way giant beer-making and g plants which have nd will continue to be a of the 1970s.

Industry also took to hint from the 1966 re- the Prices and Incomes which suggested "pro- could be made more e through a reduction mber of brands." The jump on the bandwagon by pro- ducing what they call lager by 1 brands on sale using different types of hop and -by half. Beers yeast and by storing the beer a little longer. Certainly it is the

e law

ED FROM PREVIOUS PAGE

ap, the Erroll com- members' clubs, a right they do not presently have.

Lord Erroll himself seems not too dismayed by the time it is taking for the Minister to consider his proposals—more than three years now. He takes the view that the report his committee produced has, in any case, had a radical impact on the liquor trade. Magistrates have taken the hint and been much more willing to hand out new licences, particularly to food retailers wanting to add a liquor section to their stores. The brewers' domination of the take-home trade, if it ever existed, has disappeared for good as the supermarkets have built up their share of the market.

The widespread move into catering by the pubs which has been a feature of the past decade has, indeed, produced a situation where a family can visit the pub together—if they sit in the restaurant area.

And Lord Erroll remains interested enough to offer friendly advice and guidance to the various MPs who have been involved in attempting to get at least some of his committee's proposals into the statutes.

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BREWING IV

An increasing influence overseas

DID YOU KNOW that last year Scottish and Newcastle Breweries ran into big problems over the 21-hole golf course it is having constructed in the Languedoc-Roussillon area in Southern France?

Or that Courage Breweries of Australia made a profit in the half-year to the end of December—only the second time since it was set up eight years ago that it has operated in the "black"?

Or that Bass Charrington last year bought out the minority interest in its pub chain in Sweden because its partner there had been nationalised?

Or that Guinness has since January this year been distributed in Metropolitan France by Kronenbourg, the Strasbourg brewing concern which is part of a group which controls nearly half the beer sold in France?

Or that Vaux became the fifth U.K. brewer to get itself a production base in the crowded Belgian beer market 18 months ago?

If you answered "yes" to all questions you certainly know the brewing industry better than most because some of these happenings received scant attention when they occurred. They do, however, give some indication of the way the U.K. brewing industry has spread its influence overseas.

One of the most significant of the recent changes in the British brewers' overseas interests was the acquisition by Whitbread of a foothold in the Italian market, the market, according to chairman Mr. Alex Bennett, "with, perhaps, the greatest potential for development in Europe."

Whitbread tied up with Dutch brewers Heineken and between them they took up an 84 per cent. stake in Dreher which, in true Italian style, had 20 per cent. of the market, was the second-largest of the Italian brewing groups and yet was well on the way to going bankrupt. It is taking Whitbread and Heineken longer than they

expected to get Dreher into the kind of shape they would like but Mr. Bennett insists "in the longer term we have great hopes of a significant contribution to our profits from this source in the future."

The plans for Dreher include more than just putting the brewing side right. It is intended that the Italian concern should introduce some of the Long John International spirit brands to its portfolio—Long John being another recent Whitbread "buy," but this time in the U.K.

The link between Heineken, one of Europe's half-dozen largest brewing businesses, and Whitbread, third-largest in the U.K., marks the first time that I can recall when two European brewers got together in an attempt to establish a joint presence in a tempting market. The idea has been around for some time, however. When Watney agreed with United Breweries of Denmark to set up a joint production company for Carlsberg in the U.K. (an arrangement since unravelled) part of the attraction was the promise of joint European ventures.

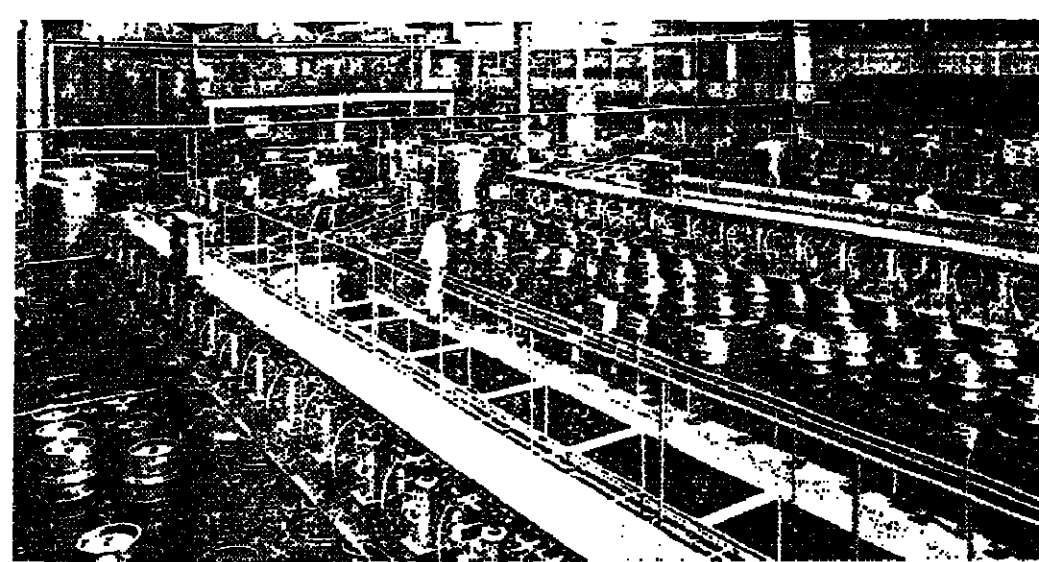
Promise

As it happens, last year when United Breweries made its major changes in the U.K.—changes which involved buying out the 49 per cent. Watney stake in Carlsberg U.K. and handing the U.K. marketing production of Tuborg lager to Bass Charrington—the Danes made a similar promise to Bass.

Nothing came of all this during the Watney days, but then Watney was busy first bidding for Truman and International Distillers and Vintners and then getting itself taken over by the Grand Metropolitan group.

But Bass' chairman and chief executive Mr. Derek Palmer is determined that the "understanding" that there should be future co-operation with United Breweries in Europe will lead to something positive. "We will take active steps to see this is developed," he says.

The company which is particularly active in beer markets



The keg racking lines at Allied's modern brewery at Burton-on-Trent.

overseas is Guinness which, because it has stayed out of retailing in Great Britain, has been forced to look elsewhere for growth. Last year Guinness got 26 per cent. of its trading profits from overseas operations—and the figure of £7.5m. represented a 63 per cent. jump on 1974.

The previously-mentioned arrangement with Kronenbourg, part of the BSN-Gervais-Danone group which, apart from being France's major brewer, also had food, beverages and glass interests, will help push up overseas earnings this year.

Changes made late in 1975 took Guinness well on the way towards becoming the first beer to be available nationally in West Germany where regional loyalties have fragmented the market among locally-brewed beers. Mr. Edward Bentley, the director in charge of Continental operations, told me: "We have done our market research and have come to the conclusion that Guinness has a place in the German market. It already has a lot of snob appeal to be seen drinking Guinness, which is distinctive in that there is practically no dark beer sold in Germany."

The start of the new push in Germany involved two deals. One with the Dortmund-based Kronen group, which is now distributing Guinness in North-

Rhine Westphalia, an area wide 54.7m. for two separate "disasters" in its Belgian drinks business. (Watney, with its German and Belgian beer interests, has pushed further than any other U.K. group into Continental European beer scene.)

Outside Europe Guinness has become particularly strong in the world's equatorial belt. All told there are five countries where it owns its own breweries and nine others where brewing of the brand takes place under licence.

West Germany's fragmented beer market has always looked an attractive proposition to the U.K. brewers because of its size—the biggest in Europe in terms of consumption—and because the chances are that it will one day follow the U.K. pattern and regroup and rationalise. So far Watney is the only British brewer to find its way in and set up a production base, however. It paid £18.5m. for a 76 per cent. stake in Stern, one of the top ten brewing businesses in West Germany. Mr. Maxwell Joseph, chairman of Watney's parent company Grand Met, reported recently that Stern had had the "best year in its history" and was one of the few brewing groups in Germany to show increased beer sales.

Watney needed some good news from its overseas operations having had the traumatic experience of needing to pro-

Collapse

One problem involved Agavia Supermarche de Vin, which had a retail chain, and Grand Met, initially had to face the prospect that the collapse of this very small part of its business—original investment £450,000 in 1969—could cost up to £5m. Then the decision to close the Vandenhoeve brewery because of problems there, gave rise to big redundancy payments. Grand Met is now concentrating on brewing and selling Maes pills in Belgium and this business is now going well.

The attraction of Belgium for the U.K. brewers is that it is about the only Continental country where English-style ale, as distinct from lager, is sold in any quantity. The Belgians are prodigious beer drinkers and the country provides a good jumping-off point to attack the Northern France beer market—the only part of France where they drink beer as well as wine.

Vaux was a latecomer to the scene and its investment is very modest indeed. The £198,000 it paid for a 76 per

cent stake in Liefmans, a family company operating from Oudenaarde, was only a little more than the cost of opening up a new depot. But Liefmans has a 12-acre site, a fairly modern brewery (by Continental standards) built in the 1940s, and 19 "tied by loan" retail outlets. Vaux's joint managing director Mr. Paul Nicholson said at the time of the purchase: "Not only should this acquisition be self-financing but on top of that we get the base for the expansion we wanted and some useful contacts in Belgium."

Of the other U.K. brewers in Belgium, Bass controls Lamot, the seventh-largest concern. Whitbread has its own brewery at Ongerzele, and trading arrangements with Artois, the biggest brewer in the country and Young's of Wandsworth is linked with the second-largest Piedboeuf, which has provided brewing capacity for Young's beers. Apart from all that, Courage sells a lot of pale ale via the John Smith wholesaling group in Belgium.

Allied Breweries, "Europe's biggest drinks business," chose to move into Holland instead of buying the Oranienburg and Breda companies which have been merged under the Skol name. But it, too, sells beer in Belgium via a trading arrangement with the Wielemans Couppens company and it owns the Looza fruit juice business there. In Holland Allied has soft drinks and wine and spirit interests as well as the brewing concern and only a couple of weeks ago added Melchers, which produces the "Olfant" gin and other spirits, to its interests by buying that company from Cavenham of the U.K.

This brings us to the other odd companies. Courage has seen the company that bears its name in Australia, but is 58 per cent. owned by local interests, make losses of A\$8.6m. (£4.4m.) since it was set up in 1968. But now the corner might really have been turned. In November and December last year Carlton United Breweries, previously a monopoly supplier in Victoria, suffered crippling industrial disputes which culminated in complete close-down

of its brewery. The local previously had threatened to refuse to touch Courage, because in some way they not believe it was "Australian" for the first time decided it was not too bad to stay with it. On top of that, Courage, taking a leaf out of U.K. book, decided that it to have more of its own and bought 11 hotels and months ago. The update that in the half-year to the end of December, Courage Australia made A\$448,000 (12m. profit).

All this takes us full back to Scottish and Newcastle. Its venture in France, as present largely undeveloped which is currently developed for tourism as a French Government policy project is designed to cost 27 holes of golf, a club and associated leisure centre as well as a real estate development. The real estate will maturely be sold.

The fall in property values and the recession led S&N to have a hard look at its involvement — a potential franchise at current (£7.3m.). It has decided to control of the project, appointed its own chief executive. Some 18 holes have been completed and are being on and a further 18 should be ready in the summer fall by a September opening club.

S&N insists it is optimistic about the long prospects in spite of the term problems it has in face, which is roughly most of the U.K. brewers overseas interests of any feel about those businesses.

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Investment in equipment

THERE WILL be 262 exhibitors showing their products at the International Brewing, Bottling and Allied Trades Exhibition which opens at Earls Court in London to-day. Not all of them will be attempting to persuade brewers to buy their equipment because suppliers to soft drinks and food industries are also well represented.

But the companies offering

brewers' equipment are hoping for some revival in investment by the industry from the current fairly low level.

Total brewing industry investment raced up from £50m. in 1970 to £71m. the following year, slipped back to £68.5m. in 1972 and soared to £102m. in 1973 with 1974 providing a £106m. peak.

Last year, according to Brewers Society estimates, the industry invested £34m., a mere £40m. at 1970 prices and in real terms well below the money spent each year since then. In fact, APV Holdings, perhaps the biggest of the U.K. suppliers of brewing equipment, says that the first six months of last year were "very quiet indeed" with hardly any orders coming in from the brewers.

But, says APV, the situation gradually got better in the latter part of the year with the last quarter providing the best months. The trend has continued so far in 1976—"orders involve no vast sums but we are getting quite steady business." (Among that business was a £3m. order for equipment for the new Northern Clubs Federation brewery at Newcastle.)

The supply of brewing industry machinery and equipment is an international business and the trade figures show this admirably. For example, in 1974 50 per cent. of the U.K. industry's output of filling, closing, sealing, capping or labelling machines went to export markets. But at the same time foreign equipment took 64.3 per cent. of the U.K. market worth around £23m. In the same year, the U.K. manufacturers of bottling and other packaging machinery had total sales of £20.2m. of which £9.5m. worth was exported.

Imports, meanwhile, were running at £16.5m. a year, nearly all of them from Western Europe. Perhaps one of the most significant changes in the structure of the U.K. industry in recent times which might go towards stemming the inflow of imported equipment, was the purchase by Vickers of the engineering business of Dawson and Barfos for £1m., a deal which put Vickers engineering among the biggest producers of bottle filling, washing and packaging machines for the brewing, dairy and soft drinks industries.

Dawson and Barfos, in spite

of its own rationalisation of these operations, had found it could not keep production running high enough to break even. It explained at the time: "The modern developments in the bottling industry are towards ever larger bottling plants which require larger and faster fillers and washers. During the last few years no resources have been available to finance the research and development which would be required to keep the group in the forefront with its competitors and the Board has therefore been faced with the alternatives of either embarking on a deliberate policy of expanding the engineering division and making considerably further capital investment in this field, or of disposing of it."

Fruits

Vickers has spent the past two years or so sorting out its enlarged business and the first fruits of this development programme are beginning to show through in new products. Star attraction at the Vickers-Dawson stand at Brewex, for example, is a completely new soft drinks filling and capping machine called the Silverstream. This is a 45-head model and is the first of a range of high-speed pre-mixed beverage fillers. Most important, it has already been sold.

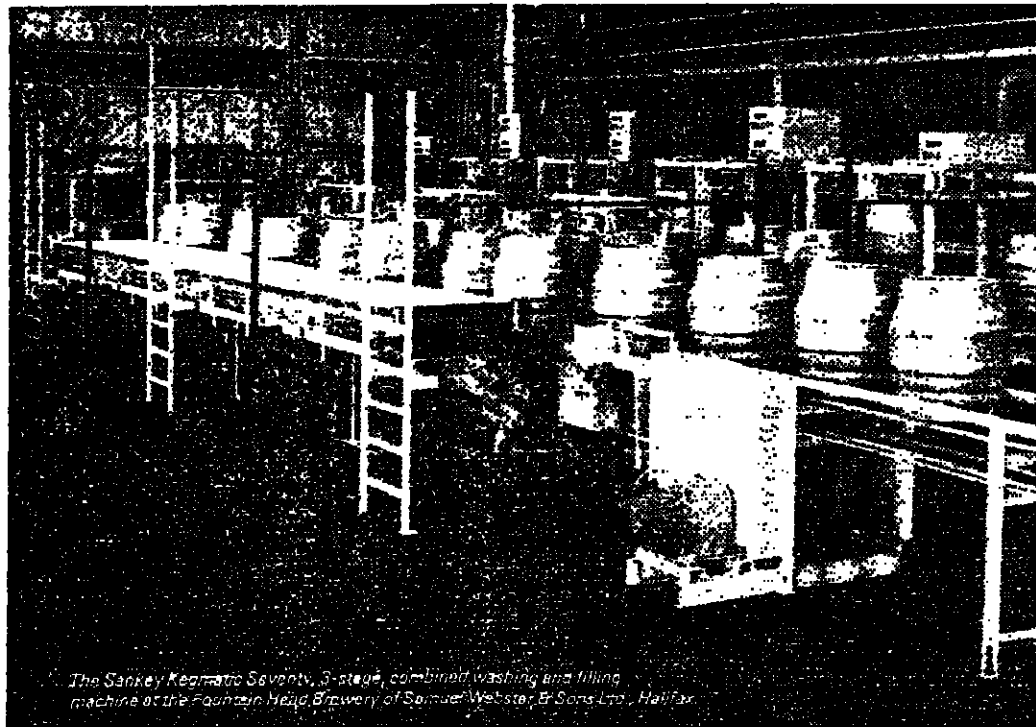
The purpose of Brewex is to provide brewers, bottlers, chemists, engineers, technicians, soft drinks manufacturers and purchasing officers with a comprehensive display of equipment, plant and materials for the brewing and bottling industries. Sponsored by the Allied Brewery Traders Association, the National Association of Soft Drinks Manufacturers, the Process Plant Association (Brewery and Bottling Equipment Section) and the Committee of European Manufacturers of Food Machinery and organised by Industrial and Trade Fairs, the exhibition will provide five major beer competitions.

Four of them will be concerned with U.K. beers—bottled beer (non-deposit), draught ale (brewery conditioned), draught beer (cask conditioned) and draught lager. The fifth competition is for international bottled lager.

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OFFSHORE AND OVERSEAS FUNDS

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 * price. * Net of tax on paid-up
 taxes subtracted by price. * Quarterly
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Monday March 29 1976

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Scots given warning on devolution

BY CHRIS SAUR, SCOTTISH CORRESPONDENT

ONLY A DAY after the Scottish Labour movement celebrated the end of its nine-year search for unity on the controversial devolution issue, it was given a description of the price that English Labour MPs could demand for co-operating in setting up an elected Scottish Assembly.

The indication came from Mr. Eric Heffer, the Left-wing MP for Liverpool, Walton, who attended Labour's Scottish conference in Troon as an observer for the party's national executive committee. He told a packed fringe meeting that the fears of English MPs about the consequences of a Scottish Assembly might be subdued only by holding referenda in England, Scotland and Wales.

He said that people in each country should be asked three questions: 1. Do you want devolution? 2. Do you want to separate from other parts of the U.K.? 3. Are you in favour of the proposals for devolution in the Government's White Paper?

Describing himself jovially as a "Heffer with horns" on devolution, the former Industry Minister charged straight at the central issue by explaining that referenda would be the best means of removing from the debate the constitutional question about whether—as the Scottish Nationalists advocate—the Assembly would lead to Scottish separation and the destruction of the United Kingdom.

He was cheered when he said it was clear to him that despite the Scottish conference's vote for Assembly powers, the party was still "very unhappy" about the way it had been committed to the policy. Although the issue had never been debated or endorsed at a national party conference, he said, "we have to understand that it has gone so far now that there is no way out of it."

Many cracks

Mr. Heffer's intervention evoked many of the cracks which the conference managers had worked hard to conceal.

Delegates agreed, without even a show of hands, for instance that the Assembly should be given greater powers over trade and industry than those suggested by the Government. But unanimity on that issue was achieved on the floor of the conference by a 90-minute argument in one of the committee rooms before the devolution debate began.

It disarmed those factions who had wanted to spell out the demand for the Assembly to be given control of the regional development, manpower and training policy powers exercised by the Secretary of State for Scotland. There was too much support for unions like the engineers and, after some hesitation, the transport workers.

The formula which was eventually patched together and agreed by the conference stated simply that the Assembly "should have powers over trade and industry, including the Scottish Development Agency." In the same way, the conference avoided settling out with which tax mechanisms it wanted the



MR. ERIC HEFFER
... questions for referenda

Assembly to supplement its block grant from Westminster. The Government, on the other hand, seemed likely to accept most of the improvements suggested by the party in Scotland. In the draft Devolution Bill now being prepared, it seems probable that the Scottish Development Agency will be transferred fully to the Assembly; that there will be no mention of the controversial "veto" powers to be exercised by the Scottish Secretary and that the Assembly may be given a wider taxation portfolio than the proposed surcharge on local rates.

United stand

The tactical importance of the conference decision, therefore, is that it will enable all wings of the movement to support the Scottish Council of the Party, the Scottish Trade Union Congress and the Scottish MPs—to campaign on a common platform against the separatist policies of the Scottish National Party and the near-Federalist policies of the break-away Scottish Labour Party.

It may not be widely appreciated that this is the first time an agreed platform has been assembled by Labour in Scotland since the SNP breakthrough in 1967 first forced devolution onto the political agenda.

Much will now depend on how vigorously the policy is sold to the electorate in Scotland. That will rest heavily on the outcome of Labour's leadership election and any possible changes affecting the Scottish Office team.

Mr. Michael Foot, ahead in the leadership election, realised this when he addressed the conference at the week-end and pledged that there could be no going back on the far-reaching Programme for devolution.

Scottish MPs attending the conference have been left in little doubt that the prospect of Mr. Foot's election genuinely excited the great majority of delegates.

They rose to him with an emotional warmth which spoke volumes for the party's insatiable desire to rekindle its socialist enthusiasms after so many unrelenting years of defensive politics in Scotland.

Loans to industry still at low level

BY MICHAEL BLANDIN

THE CONTINUED depressed level of lending to manufacturing industry and the subdued state of bank lending generally are underlined by the latest analysis published by the Bank of England to-day.

Over the three-month period to mid-February, the figures show, advances by the banking sector to U.K. residents rose by £145m. to just over £300m.

This increase, however, was more than accounted for by a rise of £181m. in advances in the sterling value of existing loans as a result of the drop in the value of the pound rather than to new credit.

Advances in sterling fell by £33m. and though detailed seasonal adjustments are not yet available, the Bank estimates that seasonal factors might normally have been expected to produce a rise of over £400m. in sterling lending.

There appears, therefore, to have been an underlying drop of some £450m. in sterling loans in the period covered, with the public sector accounting for £180m.

The drop largely reverses the experience of the previous three months from August to November, and leaves total lending in sterling to U.K. residents down by £221m.

In spite of recent signs of recovery in economic activity, the manufacturing sector cut its borrowing by £55m. to just under £70m.

Sterling loans in the sector fell by £150m., though foreign cur-

rency lending showed an increase of £29m.—equivalent to £81m. after allowing for the impact of changing exchange rates.

Two major sectors of industry—chemicals and textiles, leather and clothing—showed increases of about £50m. each.

But two other sectors reversed the rises which they had shown against the general pattern in the previous quarter—food, drink and tobacco saw a drop of £15m. in its borrowing while metal manufacture cut its loans by £47m.

Advances in the "other production" sector rose by £118m. of which £38m. was in foreign currencies. Mining and quarrying industries—which include oil and natural gas extraction—increased their borrowing by £67m. and the construction industry rose by £45m.

Borrowing

The service industries cut their borrowing by £78m. with the sterling total down by £72m. The groups covering transport and communications, public utilities and national and local government—largely public sector—saw a drop of some £180m.

In the financial group, total advances rose by £75m. mainly in foreign currencies, to £57m. before adjustment for exchange rates and by £35m. after adjustment.

Personal borrowing rose by £36m. though this was by a seasonal rise, reflecting the debiting of interest at the end of December.

Naval shipbuilders blame Ministry for delays

BY JOHN WYLES, SHIPPING CORRESPONDENT

A SHARP behind-the-scenes row has blown up between the Government and leading naval shipbuilding companies over responsibility for delays in the completion of warships for the Royal Navy.

Yarrow, Thornycroft, Vickers Shipbuilding and Repairers, who are campaigning against the Government's nationalisation compensation proposals, have reacted strongly against recent attempts by the Ministry of Defence to blame them publicly for slippages in the warship programme.

Ministers and officials accused the companies of antiquated management when the Defence White Paper was published 12 days ago.

Feelings high

Feelings are now running so high that one company is asking the Shipbuilders and Repairers National Association to raise the matter with the Government.

The three companies believe that the Ministry is as responsible as they are for delays now running at more than two years for some vessels.

They are particularly angry that the Ministry made no attempt, in their view, to let the record straight in evidence to the House of Commons last month when it was reported that the programme was "disturbed and disappointed" at slippages in the warship programme and pointed out the consequential increase in defence costs.

Completion schedules have

had to be revised for each of the main warship classes planned to be the backbone of Royal Navy strength well into the 1980s: the Type 22 frigates being built at Yarrow's, the Type 21 frigates under construction at Vickers, Thornycroft and the Type 42 destroyers, spread round three yards but whose prototype, together with that of an anti-submarine cruiser, is Vickers responsibility.

The Commons Expenditure Committee was especially critical of delays on the Vickers cruiser which the Ministry attributed to evidence to labour shortages, partly due to a drift of skilled workers in the Government and the North Sea oil industry.

In the process, the Ministry implied, Vickers had not its manpower sums wrong.

This has left the yard at Barrow bristling with irritation in having left the Ministry in no doubt that the principal cause of delay on the cruiser was a running programme of modifications introduced by the Ministry for the prototype, HMS Sheffield, which Vickers began building in 1969.

These design changes are understood to have overruled all Vickers' manpower calculations and affected not only the cruiser, but other vessels on the Barrow yard building programme.

The implication is that the Ministry's initial design under-estimated the Type 42 technological complexity and that a stream of changes between 1971

and 1975 so upset the company's manpower planning that the second Type 42 under construction, HMS Cardiff, has had to be sent round to Swan Hunter's yard on the Tyne for fitting out.

Manpower losses to the Continent and North Sea oil, amounting to 500 out of a labour force of 14,000, are thought to be far less significant.

Unfair

Against this background, the Ministry's recent attempts to lay the blame on poor management and intransigent trade unions is seen as unfair.

Vosper, high has been running two years late on the Type 215. It has recently secured a High Court judgment supporting its claim that the Ministry's failure to supply equipment for the vessels according to schedule should be taken into account in the final contract.

Contracts are also a source of irritation between Vickers and the Ministry which wants to renegotiate the agreement for the cruiser so as to build in an incentive element aimed at speeding up delivery, originally due 1977-78 now unlikely before 1980.

Discussions are still under way with Vickers resisting a final commitment until it can judge inflationary trends better. In the meantime, a formal announcement is expected shortly that the contract for a second anti-submarine cruiser will be placed with Swan Hunter.

General Motors will sell Polish trucks

By Terry Dodsworth

GENERAL MOTORS, the parent company of Vauxhall and Bedford in the U.K., is to distribute Polish-made trucks in Western Europe under a multi-million pound manufacturing and marketing deal soon to be signed in Poland.

The agreement has important implications for Bedford because its sales in the EEC might be affected.

In the recent reallocation of resources in General Motors' European organisation Bedford has been given significant backing to build up its sales in Western Europe. In the sensitive labour situation in Britain this investment has been used, as an argument by the company, for import of the Belgian-made Cavalier car for sale by Vauxhall.

But if GM were to sell the Polish-made vehicle in Western Europe this would have some impact on Bedford sales in the same markets.

Details

So far the details of the agreement remain obscure. But it is known that a Bedford trucks engineering team has been working with General Motors staff on plans for the Polish plant.

Mr. Alex Cummings, until recently head of GM in Europe and shortly to take up a senior post with General Motors in the U.S., said that the vehicle to be made at the new factory would be of General Motors design.

General Motors was, in looking for a "turnkey" contract such as Fiat had signed to build the Lada and Polski factories in Russia and Poland, but a joint venture, which will remain profitable in the long term, with partners in the East.

Fiat, which pioneered the expansion of Western motor manufacturers into Comecon, sold its technology to the East Europeans with no substantial financial involvement over the long term. The General Motors agreement to retain marketing rights in Western markets is a new advance.

Balkan talks

General Motors has also been talking on joint agreements with Romania and Bulgaria, and has started a significant business in buying parts from Yugoslavia.

It is thought the engineering of the new Polish vehicle, believed to fall into the heavy van to light truck category, will owe a great deal to Bedford.

The British concern has responsibility for all European design in General Motors and has been traditionally strong in producing this kind of vehicle.

Health Department launches technology export drive

BY DAVID FISHLOCK, SCIENCE EDITOR

THE DEPARTMENT of Health has been increased by 50 per cent. It includes roving "health attachés" who will follow up Ministerial visits and prepare detailed reports on health plans and export prospects of countries abroad.

Mrs. Barbara Castle, Secretary for Health, in an interview with the Financial Times, said that in recognition of its considerable export potential the sponsorship of the medical supplies industry was being "pulled to the forefront" of the department's thinking.

Mrs. Castle has called a series of meetings with medical and industrial interests, including the consultants, to "take the whole profession into our confidence."

The latest figures from the Department indicate that the initiative is being launched from a strong industrial base. Exports of drugs, dressings and medical equipment last year totalled £500m.

Drugs and dressings, which accounted for £373m, showed an increase of 23.75 per cent. over the previous year. Medical equipment, at £126.5m, showed an increase of 55.2 per cent.

The department believes that "available" exports in the form of consultancy for medical, nursing and hospital design services, for example, amount to £500m or more.

But only about 300 of some 1,000 medical products companies are engaged in exporting. The Department's export activity has recently been raised in status, with an Under-Secretary in charge, and staff medical supplies.

Saudi Arabia, said Mrs. Castle, had already requested a list of building contractors and pharmaceutical companies supplying the NHS. The country had plans for 97 new hospitals totalling 11,500 beds, the first of which were close to the tendering stage.

Iran had plans for accommodation of a total of 24,000 new hospital beds. The first of which were close to the tendering stage.

Other Ministerial visits, planned this summer by Mrs. Castle and Dr. David Owen, her deputy, include the U.S., Japan and West Germany, all seen as large potential markets for U.K. medical supplies.

Continued from Page 1

Unemployment

version of a policy of "going brought in."

"We have not been saying it because we want to be critical of the Government's economic policy, but because we think it is an absolute necessity to bring this back on the road to recovery."

Mrs. Renee Short, Labour MP for Wolverhampton, North-East, said that the review would find echoes in the party, not merely on the Left, and that it would see import controls particularly on luxury foods from France and elsewhere, on textiles, clothing and shoes from the Common Market, and on cars, for a limited period of time, not permanently, but until we can together our forces again.

Asbestos risks probe likely

BY KENNETH GOODING, INDUSTRIAL CORRESPONDENT

THE ASBESTOS industries seem almost certain to face another searching inquiry — this time dealing particularly with possible risks to the general public.

Recommendations resulting from a study by the Health and Safety Executive go before the Health and Safety Commission tomorrow.

The Executive, formerly the Factory and All-Industry Inspectorate, will say nothing about the recommendations until the commission has seen them.

It is thought that the Government will quickly set up a new inquiry into the asbestos industry, especially as — by co-operation with the Health and Safety Executive — the report on the operations of the Factory Inspectorate in connection with the Asbestos plant at Heddon Bridge is due to be made public today.

The 1969 regulations have been imposed so strictly that use of the dangerous blue asbestos has been made uncommercial.

Last year, 31 companies were prosecuted for 129 contraventions of the asbestos regulations.

THE LEX COLUMN

Contradictions in company tax

Stockbrokers are nervously discussing the chance that a short-term Capital Gains Tax will be reimposed in the forthcoming Budget—a reflection of the political attitude that the Stock Market is a place for raising long-term capital rather than for buying and selling securities, and that the second activity can be damped down without doing harm to the first.

As it happens, the technical problems facing the Chancellor here are considerable. Yet the market certainly has grounds for pessimism: the present Government's record includes, after all, the doubling of stamp duty, and the imposition of new tax uncertainties — CIT and the threatened Wealth Tax — which have helped to choke off the flow of new company flotations.

The insensitivity of Whitehall to the needs of the capital market is a problem in itself — repeated calls for increased industrial investment contrast strangely with the two per cent stamp duty levied on company issues, and the gains tax advantages of gilt-edged — But it pales into relative insignificance compared with the mess into which corporate taxation as a whole has been dragged. Many of the difficulties, unsurprisingly, reflect the impact of inflation and the ad hoc responses that have been made to it.

Another tax anomaly arises from the indirect effects of inflation on the sterling exchange rate: the present rules are very harsh on the many companies suffering from exchange losses on mis-matched borrowings, for tax relief may not be available. With industrial companies you that it would unify the interests of companies and their shareholders. Dividends and retentions would be taxed at the same rate. But this has all been turned upside down. The various tax reliefs on capital investment and stock appreciation, coupled with the collapse in underlying profitability, have produced a situation in which the average U.K. industrial company pays little or no main-stream Corporation Tax at all.

In many cases the only tax paid is the ACT associated with dividends. Total Corporation Tax receipts will be little more than £2bn. for the current financial year (against some £14bn. for Income Tax) and nearly half will be accounted and logically, indexation of vulnerability of one or two Capital Gains Tax should also highly geared companies.

The only satisfactory way out of the Corporation Tax mess will be to seek an urgent improvement in profitability. But in the meantime Mr. Healey should make it clear, there is no question of tax being called on while the news from most groups should start improving relief is conceded here, how ever, it will be difficult to argue that tax should be payable on share market — 30 per cent. the appreciation of longer term assets to the extent that this is springing is still overshadowed simply due to general inflation, by fears about the continued and logical, indexation of vulnerability of one or two Capital Gains Tax should also highly geared companies.

Shareholders

The contradictions centre around Corporation Tax itself. The imputation system, it may be distant remembered, was originally introduced by the 1970-74 Conservative Government largely on the grounds that it would unify the interests of companies and their shareholders. Dividends and retentions would be taxed at the same rate. But this has all been turned upside down. The various tax reliefs on capital investment and stock appreciation, coupled with the collapse in underlying profitability, have produced a situation in which the average U.K. industrial company pays little or no main-stream Corporation Tax at all.

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Weather

U.K. TO-DAY

CLOUDY, some rain, becoming brighter.

London, S.E., Cent. S. England, E. Anglia, Midlands, Channel Islands. Mainly dry. Bright intervals. Near normal. Max. 13C (54F).

S.W. England, S. Wales. Cloudy. Rain. Bright intervals. Max. 11C (52F).

E. N.W., Cent. N. England, N. Wales. Cloudy. Rain, becoming brighter with showers. Cold. Max. 9C (48F).

N.E. England, Borders, Edinburgh, Dundee, Aberdeen. Scattered showers. Sunny spells. Cold. Max. 7C (45F).

Lake District, Isle of Man, Rest of Scotland, N. Ireland. Showers. Bright spells. Cold. Max. 6C (43F).

Outlook: Dry in S., rain in N. Lightning-: London 19.53, Manchester 20.03, Glasgow 20.12, Belfast 20.15.

BUSINESS CENTRES

| BUSINESS CENTRES | | | | | |
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| | Y'day | | Y'day | | |
| | Mid-day | | Mid-day | | |
| Alexandria | F 29 | 60 | Manchester | C 11 | 22 |
| Athens | S 16 | 60 | London | C 12 | 22 |
| Bombay | S 16 | 60 | London | C 12 | 22 |
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| Sourabaya | S 16 | 60 | London | C 12 | 22 |
| Tientsin | S 16 | 60 | London | C 12 | 22 |
| Yokohama | S 16 | 60 | London | C 12 | 22 |

HOLIDAY RESORTS

| HOLIDAY RESORTS | | | | | |
|-----------------|---------|----|---------|------|----|
| | Y'day | | Y'day | | |
| | Mid-day | | Mid-day | | |
| Algeria | S 16 | 60 | London | C 12 | 22 |
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| Barcelona | S 16 | 60 | London | C 12 | 22 |
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| Singapore | S 16 | 60 | London | C 12 | 22 |
| Sourabaya | S 16 | 60 | London | C 12 | 22 |
| Tientsin | S 16 | 60 | London | C 12 | 22 |
| Yokohama | S 16 | 60 | London | C 12 | 22 |



then be extended to the personal sector—the point at which the Sandilands Committee felt it was getting outside its terms of reference.

Property-debt

Bank lending to the property sector is taking a long time to fall—the latest figures up to mid-February out to-day show a slight increase since last November. In advances, which remain at roughly the level of the last two years, even allowing for the rolling-up of interest payments by some companies, this appears paradoxical in view of the heavy selling of property by many groups. Land Securities, MEPC and Town and City have alone sold over £270m. worth, since the end of 1973. The explanation is that disposal proceeds have been more than swallowed up by continued spending on the end of the house, the result was an increase in debt during 1975 for companies such as Town and City and MEPC. Moreover, property companies have only been able to recapitalize themselves by rights issues to a much more limited extent than other sectors, with less than £100m. of equity and convertible stock raised in the market over the last year.

But advances could start to fall shortly since the capital spending of most property companies has dropped to a very low figure while sales are continuing at a high level, to judge by recent activity. Institutional purchases are currently around £300m. a year but only a part, even if a large one, is buying from property companies: the rate of decline in bank advances will also be affected by the sizeable amount of lending on poorer quality, and hence less marketable, assets. The pressure to reduce lending will be maintained until property values recover and the erosion of the equity bases is reversed.

So the decline in finance charges may be slow, with a patchy letting market also holding back the rate of recovery on profit and loss account. While the news from most groups should start improving relief is conceded here, how ever, it will be difficult to argue that tax should be payable on share market — 30 per cent. the appreciation of longer term assets to the extent that this is springing is still overshadowed simply due to general inflation, by fears about the continued and logical, indexation